



CALGARY PUBLIC LIBRARY

# Board Meeting

5:30 PM, Wednesday, February 28, 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</b>   |  |
| <b>III.</b> | <b>Consent Agenda <u>(5 minutes)</u></b>  |  |
|             | A. Minutes of the January 31, 2018 Board Meeting  | ...4   |
|             | B. Chair's Report   | ...12  |
| <b>IV.</b>  | <b>Business Arising <u>(5 minutes)</u></b>  |  |
|             | A. Business Arising from the Minutes  |  |
|             | B. Advocacy Updates, including ALTA Report <u>(5 minutes)</u>   | ...verbal                                    |
| <b>V.</b>   | <b>Chief Executive Officer's Report <u>(15 minutes)</u></b>   | ...14  |
|             | <i>Mr. Bill Ptacek, CEO</i>   | <i>Information</i>                           |
|             | A. NCL Promotional Plan   | ...verbal                                    |
|             | <i>Ms. Mary Kapusta, Director, Communications</i>   | <i>Information</i>                           |
| <b>VI.</b>  | <b>Audit &amp; Finance Committee (20 minutes)</b>   |  |
|             | A. Report of the January 23, 2018 Meeting<br>(An addition to the verbal report given at January 31, 2018 Board Meeting<br>based on draft unapproved minutes)<br><i>Ms. Debra Giles, Committee Chair</i> | ...32<br><i>Information</i>                  |
|             | B. Update on Presentation to the City Audit on NCL Readiness  | ...38<br><i>Information</i>                  |
| <b>VII.</b> | <b>Strategy &amp; Community Committee (20 minutes)</b>  |  |
|             | A. Report of the February 6, 2018 Meeting<br>(based on draft unapproved minutes)<br><i>Mr. Rob Macaulay, Committee Chair</i>  | ...64<br><i>Information</i>                  |
|             | B. Results of 4th Quarter 2017 Strategic Scorecard<br><i>Mr. Rob Macaulay, Committee Chair</i>  | ...separate attachment<br><i>Information</i> |

|              |  |                          |
|--------------|--|--------------------------|
| C.           | Board Retreat<br><i>Mr. Rob Macaulay, Committee Chair</i>  | ...verbal<br>Information |
| <b>VIII.</b> | <b>Calgary Public Library Foundation Update (<u>10 minutes</u>)</b><br><i>Mr. Avnish Mehta, CPL Board Representative</i> | ...68<br>Information     |
| A.           | Potential Naming Opportunity   | ...verbal<br>Information |
| <b>IX.</b>   | <b>Other Business</b>  |                          |
| A.           | Recognizing Alexander Calhoun<br><i>Ms. Mary Kapusta, Director, Communications</i><br><i>Mr. Bill Ptacek, CEO</i>        | ...70                    |
| B.           | Indigenization of the Calgary Public Library: Our Commitment<br><i>Ms. Heather Robertson, Director, Service Design</i>   | ...74                    |
| <b>X.</b>    | <b>In-Camera Agenda</b>  | Separate attachment      |
| <b>XI.</b>   | <b>Adjournment</b>   |                          |

## **Treaty 7 Opening**

We acknowledge 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.









Report to the  
Calgary Public Library Board  
February 28, 2018  
**Chair's Report**

Jan 26      Foundation's External Relations – Special Meeting

Jan 31      Met with Avnish/Bill/Elizabeth Reade re: Foundation  
Library Board meeting

Feb 06      Strategy & Community Committee meeting, Rocky Ridge Library  
Telephone chat with Mary Kapusta, Director, Communications

Feb 12      Coffee with potential Board candidate  
Presentation of NCL Operational Readiness Audit to The City of Calgary Audit Committee

Feb 15      Councillor Jeromy Farkas – Library introductory meeting, with Bill and Avnish

Feb 16      CEO Evaluation meeting with Bill, Shereen and Avnish

Feb 16      Board Agenda meeting with Bill and Shereen

Feb 20      Foundation Board meeting

Feb 21      Saks Reception for Library/Library Foundation

Feb 23      Councillor Gondek – Library introductory meeting with Bill and Judy

Feb 26      Freedom to read Council presentation  
Founding partner Appreciation event – Library Foundation

Feb 27      External relations meeting with Foundation to review naming opportunity

Throughout January and February:

- Communication and preparation for CEO Evaluation
- Preparation and follow-up to meetings
- Phone calls and meetings with Board and Library staff on various matters

Janet Hutchinson  
Board Chair



Report to the  
Calgary Public Library Board  
February 28, 2018  
**CEO's Report**

## **GOVERNMENT RELATIONS**

The City of Calgary Administration will be recommending to City Council that the Library be treated as a separate Line of Service in their further implementation of Results Based Accounting. While the Library would still be a Civic Partner, for purposes of the budget and the reporting on progress toward achieving goals in the next four-year plan, the Library would stand alone in the Council's deliberations. It is a great chance to have the Library become more visible and align more closely with the City's goals. It also puts the Library under more scrutiny. Council will weigh in on this entire structure in the next month.

The visits with new Council Members started this month. Councillor Farkas was very cordial and identified that he is a library user (the Southwood Library.) A meeting with Councillor Gondek is scheduled for February 23<sup>rd</sup> and the meetings with the rest of the new Councilors are scheduled throughout March. The Board Chair, a member of the Administration (usually the CEO) and a Board member who is a constituent or is connected to a library in the ward are representing the Library in these meetings.

Councillor Farrell is continuing her advocacy for a new Louise Riley Library. With the help of the City's Urban Strategy Director, Rollin Stanley, and advice from CMLC, she is working hard to make sure that the project is included in the City's next four-year capital plan. The City's Affordable Housing Department is interested in partnering with the Library on that site as well as the local Community Association. Currently, the project is being reviewed by the City's Integrated Facilities group, which has committed to developing a site plan or analysis so that the project is eligible for the upcoming cycle.

Rocky Ridge Library at Shane Homes YMCA opened to the public on January 15, 2018, and its grand opening took place on February 1, 2018. The new library is unique in Calgary as it works on an express model that is focused on providing convenient library service to a growing population, without requiring the footprint or investment of a full-size, full-service location like the nearby Crowfoot Library. Placing a library without walls in the heart of a bustling recreation Centre adds an exciting new level of accessibility and convenience to Calgary Public Library.



Photo credit: Dean Mullin



On February 13, the City's Audit and Finance Committee reviewed the findings from the City Auditor's assessment of the Library's Operational Readiness for the new Central Library. The Committee asked good questions that allowed administration and the Board Chair to respond with further information about the plans in place and the growing excitement for the opening of this grand facility. The auditor was pleased to hear that all recommendations have been accepted and completed. Thanks to the Library Board Members who came out to support the presentation as well as Mike Brown and Kate Thompson from CMLC. It was a united message to Council that the partnership is strong and the Library has this project well in hand.

We were fortunate to tour Dick Custin, the United States Cultural Attaché to Canada for Education and Culture, through the new Central Library this month. On his visit from Ottawa, he was able to join Councillor Woolley and members of the Rainforest Coalition on this specially arranged tour.

Thanks to the recent designation by *Architectural Digest* as one of the 12 most anticipated buildings of 2018, the new Central Library is getting international media attention. The Attaché was impressed by the building and the plans for its programs and services. He noted the impact that libraries can have on communities when they are well supported through public funds. The visit marks the beginning of collaboration with the U.S. Consulate on potential speakers and presentations at the new library.

## OPERATIONS

While the new Central Library will have much more space for the public, it will have less room for storage than the current Central Library. Also, many of the elements in the new Central Library will have extra materials for repair and replacement. These items are already arriving and need storage. This space was included as an element of the 2018 budget. To accommodate these needs, a facility has been leased by the Library. It has 15,700 sq. ft. of office space and 10,000 sq. ft. of warehouse space. It is adjacent to the 39<sup>th</sup> Street LRT and provides parking for staff and library vehicles. This Operation Centre will be able to house the Library's IT Department and the Library's Collection Department. That will open up space in the new Central Library to accommodate partners and ultimately more space for the public.

Several pilots for the new Central Library have been rolled out over the last few weeks. The first **Influencers display**, which features multiple copies of books recommended by notable people (Elon Musk) was moved from Memorial Park to Calhoun Library. This new design from MarCom highlights the personalities with large photo images that are adhered to existing display furniture. All copies of books were gone in 3 days. Results from Memorial Park show that non-fiction titles circulate more than fiction titles.

The typewriters have returned! Not seen since we shut down the Lido experiment in 2016, they are now being put to use in the **Create Space prototype** at the Central Library. The prompts provide some activity ideas, which seem to be popular with all ages. The biggest challenge is that the machines were not made for public use and require a lot of maintenance. The typewriters are effective in promoting community dialogue and understanding as users share their experiences and stories with others.





[NGX](#) was awarded the contract for the **Digital Exhibit RFP** at new Central Library. NGX led a Discovery Workshop in February with the Library team to determine the project's direction. This included establishing a shared understanding about the project goals, expectations, stakeholder engagement, and requirements. The next step is a Planning Workshop, scheduled for March 12, where further details about storylines, content, stakeholder engagement, and IT requirements will be worked out. Pictures of proposed concepts included in NGX's proposal are included below:



The new Central Library will be the destination for Calgary's newest **Campus Calgary** program, Library School, which begins pilot testing at Central this March. Campus Calgary is a week-long program where teachers apply to bring their class into the community to meet experts and explore a big idea. The Library is an ideal location for this intense, curriculum-connected inquiry and thanks to support from Cenovus, we can join the tradition of ten sites, including Zoo School and Science School, and twenty-five years of programming in Calgary. To lead the initiative the Library has hired Anna Dunne-Hussey as our Library School Site Coordinator.

The first engagement sessions for the **Indigenous Place Making project for new Central Library** took place January 22 – 26. Staff traveled with consultants from the Indigenous Place Making Council to communities such as; Tsuut'ina, Siksika, and Stoney Nakoda. There were two engagement sessions that took place within the city at the Aboriginal Friendship Centre and the Métis Nation Region 3 office. The sessions were to gather feedback and input on how to make our spaces more inclusive of Indigenous culture. Next steps in the project are expected this spring.

The feature numbers in the Monthly Overview are the volunteer based program statistics for 2017. There were 3,325 Active Volunteers (11% increase from 2016). These volunteers worked a total of 82,345 Hours (20% increase from 2016). This equals 45 FTE with a dollar value of \$2.8 million. They assisted 36,025 patrons, which is a 73% increase from 2016 due in large part to the Early Literacy Volunteer Corps and their support of Math Quest.



Programs in the community are showing a slight decline, which is no doubt partly due to the severe cold which impacts Book Truck (below a certain temperature we do not offer the service). Membership growth is flat for the month, but is a key priority of the organization, and of Marketing and Communications in particular. The 2018 Strategic Marketing Plan is under development and will outline a schedule for a membership acquisition campaign to reach 800,000 active members this year.

Hiccups last year in terms of program attendance numbers seem to have been resolved, as we are now showing a healthy increase in program attendance to accompany our continuing growth in program delivery across the system. Otherwise, numbers are largely positive or consistent with already familiar trends (e.g. reduction in physical circulation). This report includes the printing sessions and copies as mentioned last month.

Despite the lower circulation numbers, the Calgary Public Library fared much better in this year's Read for 15 competition. Over 17,700 Calgarians **Read for 15** minutes on January 26 and 27 to help mark Family Literacy Day, an increase of 83% over last year!

With the support of Marketing, Service Delivery, and Volunteer Services, we introduced a new element where Calgarians who said they had read or were going to read for 15 minutes were given a special Read for 15 sticker.

The Library also worked with Calgary Transit to reach commuters on the LRT. The event received lots of media coverage on TV, radio, and in local newspapers, all of which spoke to the benefits of reading.



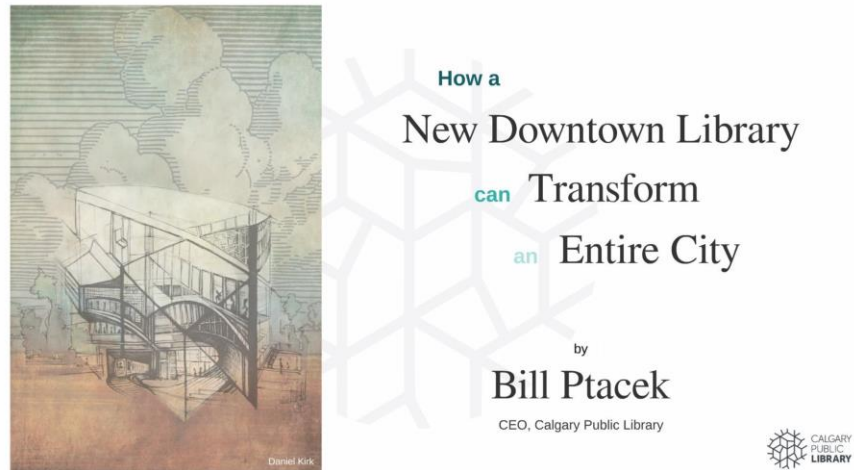
| Library                 | Borrowed within Alberta | Lent within Alberta |
|-------------------------|-------------------------|---------------------|
| Calgary Pubic Library   | 6,011                   | 6,531               |
| Edmonton Public Library | 20,150                  | 6,557               |

In 2017, the Library lent more resources to other libraries in Alberta through **Interlibrary Loans** than we borrowed. By contrast, Edmonton borrows three times as many resources from other library systems as they lend (see chart above). This speaks to breadth and depth of Calgary Public Library's collections.

## OTHER

Carrie Kitchen and Jessie Campbell of the Service Design Team presented to a packed house at the **Ontario Library Association Superconference**. They talked about the ways we are transforming digital learning at the Library. The engaged participants asked some great questions, and we have had several requests for the program plans and research we talked about. Also at that conference, I was on a panel about Central Libraries and their building or renovation.

Edmonton, Ottawa, Mississauga, and Vancouver CEOs talked about how they gained support or executed their downtown library projects.



As a result of an application to the Calgary Foundation, the Library granted \$5,000 to send ELT, managers and staff to **'Culture Camp' with the Starlight Family**. Culture Camp was a day out in TsuuT'ina where participants learned firsthand experiences of individuals living on reserve, tasted traditional foods, listened to the teachings of raising a tipi and learned a few words in the TsuuT'ina language.

Attached to this report is a summary of the progress that was made on the 2017 Library Initiatives and a list of the Initiatives for 2018. These are the big goals and areas of concentration for the Library's Administration that further the long term strategic goals of the Calgary Public Library.

## MISSION MOMENT

On a very busy Saturday afternoon, Dolly was helping a Spanish-speaking newcomer who was trying to fill out refugee/immigration forms. After a short discussion, it became clear that even if Dolly spoke fluent Spanish, this woman needed more help than Dolly was able to provide. Dolly suggested she access the Settlement Desk on Tuesday, but the patron started to cry and said it was urgent that she fill them for her appointment at a government office on Monday. Coincidentally, a couple of children came up to the same table to play with the LEGO – accompanied by their Spanish-speaking mother. The woman Dolly was helping asked the mother if she was bilingual and if she could help. Quickly the woman who'd just walked up realized she was filling out refugee paperwork, and said "oh, I just came as a refugee six months ago. I've done all that paperwork before," as she was pulling up a chair. The two women worked through the forms for almost two hours, as their children made friends and wandered off to play together. When they packed up their things and were leaving, both patrons thanked staff, and left together talking and laughing with their kids. Dolly told them she was glad they both came to the library today! This interaction underscores the importance of the library as a meeting place - especially for newcomers and families. Even though staff do their best to solve problems with patrons, sometimes the best service we offer is providing a safe community space for people to find *each other*.





## **2017 Initiatives**

### **GETTING BETTER**

#### **More Patron-Friendly Policies**

Calgary Public Library revamped membership rules to eliminate barriers to accessing Library programs, technology, and eResources for anyone with fines over \$10. These changes ensure folks who cannot afford to pay such fines, who are typically those who need the Library the most, have access to as many Library services as possible.

The Library made a change to the collection and use of personal information area of the Library's Membership Agreement. Contact options for members were changed, giving members the ability to choose whether to receive email notices about Library news, events, and opportunities to support the Library, as well as fundraising communications from the Calgary Public Library Foundation.

In direct response to feedback received about service dogs not being appropriately welcomed in public places, including libraries, the Library consulted with experts in the field and updated policies on animals in libraries. Communication to team members across the system has ensured an open and welcoming environment for service animals, and that questions about service dogs are handled respectfully.

#### **Materials Handling Process Review**

Delivery routes have been reviewed and enhanced, including the centralization (using the sorter at Central Library) of materials from Nicholls Family, Memorial Park, and Sage Hill Libraries. Two new libraries (Sage Hill and Rocky Ridge) were integrated into the system. Also, automated materials handling technology was fully implemented at Nose Hill Library, leading to cost savings that allowed staffing redeployment to increase patron services.

#### **Community Library Renovations**

The Library is positioned to have renovated or updated every community library in the city before the opening of New Central Library. Completed renovations, construction, and design work in 2017 include a Nature Playground at Forest Lawn Library, the parking lot and mechanical systems at Nose Hill Library, and the completion of interior work at Crowfoot Library and Memorial Park Library.

Work on Memorial Park Library's sandstone exterior began and will be completed in early 2018. Design work for renovations at Country Hills Library and Village Square Library was completed, and those projects could be done in early 2018. New shelving was installed at Fish Creek Library and Signal Hill Library, and the Library Foundation offices moved into the Hillier Building.

#### **Early Learning Research Lab**

As part of the Calgary Foundation early literacy project, the Library has brought in Vivo and Mount Royal University to conduct evaluation projects on the impact of the Library's Early Learning Centres. The project will provide both quantitative and qualitative measures to:

- Identify a baseline of whether the needs of families are being met during their visits to Early Learning Centres.

- Identify gaps and creative solutions that will help enhance services to members in meaningful ways.

This is an opportunity for the Library to gather valuable data that will inform future Early Learning Centres and service design, and to leverage our partnership with Vivo. The Library will learn from Vivo's experience working with a Mount Royal University Researcher in Residence to develop a transformative evaluation framework. The findings from this project will also be shared with Vivo to help inform the design of their new piazza space outside of Country Hills Library. The timeline for the project is November 2017 to May 2018.

### **Staff Engagement and Redefining Roles**

On January 12, 2017, all Library employees gathered to connect with each other and share stories about the Library's trailblazing history and the great work the Library continues to do. Library leadership talked about how the Library is continuing to change, why that's vital to the Library's continued success, and how everyone can be part of the Library's evolution. Employees also heard important commitments from leadership, chief among them planning, communicating, and managing change in ways that more effectively involve people in transformations that are affecting their work.

This event was a direct response to the 2016 engagement survey, which indicated employees wanted more clarity about the vision and future of the Library. In addition, the Library took advice from Cult, who recommended taking the time to ensure Library staff are as enthusiastic and supportive of new Library directions as possible.

One of the strongest commitments on January 12 was to communicate more frequently and effectively about ongoing change in the organization. Following up on this commitment:

- The internal intranet is being used in unprecedented ways, providing information well in advance of upcoming changes and following up with relevant updates and news.
- Regular meetings of Library Supervisors across the system are occurring, to keep them in the loop about news and changes and to give them more opportunity to collaborate.
- Meetings of Librarians from across the system continue.
- Virtual town halls have been piloted. Executive Leadership Team members have led live, system-wide conference calls to provide updates and answer questions asked by employees. Followup posts on Insight answer questions for which there was not time at the town halls. The town halls have been very well received, and future iterations will be even better as the capabilities of virtual meeting technology are explored.

New job descriptions for the two largest groups of employees in the system have been completed. The descriptions have been created to better reflect how Library work has changed since last reviews and revisions, and to communicate how everyone's work in the organization contributes to advancing the Library's strategic direction.

The Library has launched new professional learning programs and initiatives to support ongoing organizational transformation, including:

- **Becoming the Guide on the Side**, created to support team members in developing and practicing non-traditional behaviours and tactics that enhance engagement with Library members.
- **At Your Service: Creating Outstanding Library Experiences**, a new interactive training program for support workers in the organization. The highly interactive program is

designed to engage team members in ways that motivate them to be a more impactful part of creating great Library experiences for members.

- **Accelerated Learning Week**, five days of concentrated, professional learning across the system from October 23 to 27. For the first time ever, the Library offered multiple learning sessions on a mass scale in the same week, designed to support team members as they continue to learn, change, and grow together. Total attendance in the various sessions exceeded 550.

A staff engagement survey released in fall 2017 showed the second consecutive increase in staff engagement since the Library's first survey three years ago. Overall engagement increased from 75% to 78% in one year.

## GETTING BIGGER

### Rocky Ridge Library

The Rocky Ridge Library, located in the Shane Homes YMCA, launched January 15, 2018. It has popular Library features, including:

- A great selection of books for all ages
- Library programs for babies, kids, and adults, including **Drop-In Storytime**, **Baby Rhyme Time**, **Pop 'N Tot Time**, **LEGO Club**, **ESL Conversation Club**, and **Career Coaching**
- Public seating and study space with free Wi-Fi
- Fun, interactive children's area to inspire play and imagination
- Innovative self-service holds lockers

At Rocky Ridge, the Library is testing a virtual assistant powered by artificial intelligence. The AI, built in 2017, will be available on the catalogue stations at Rocky Ridge. As the service improves, it will be deployed to Crowfoot Library, then other locations and the Library's website and app.

### Membership Growth and Retention

In 2017, all students in Calgary's public schools were added to the patron database. The Library has been working with the Calgary Catholic School District to launch memberships for all students in January. This will add thousands of new, long-term memberships to the Library's database. Throughout 2017, the Library welcomed 111,517 new members, and by year's end Calgary Public Library had 628,236 active members.

### Launch of the *Add In* Campaign

On November 6, the Library Foundation launched its Windows of Opportunity Campaign with advertising that included transit signage, billboards, and a month-long partnership with Metro Calgary. All donations to the campaign — which allows Calgarians to sponsor windows at New Central Library — support life-changing programs and services across the entire Library system. To celebrate this new initiative, and surpassing \$320 million of the \$350 million *Add In* Campaign goal, a temporary installation featuring pink lights on the prow of New Central Library began December 12.

### Develop More Early Learning Centres

Five new Early Learning Centres were developed in 2017. Each space is built around a distinct concept:

- The Shawnessy Library Early Learning Centre opened in May 2017, with the concept Into the Woods, thanks to funding support from the Bob Edwards Award Gala.

- The Library's first outdoor Nature Playground opened in August 2017 at Forest Lawn Library, with funding support from the Federal Government. The concept is Eco-Sustainability.
- Thanks to funds from the Calgary Foundation and an anonymous donor, the Library planned four new Calgary Foundation Early Learning Centres and launched them over a four-month period.
  - Saddletowne Library opened in September with a theme of Up, Up, and Away.
  - Forest Lawn Library's Power Play Early Learning Centre opening in October.
  - Signal Hill Library's Build and Create space opened in November.
  - Crowfoot Library's Bird's Eye View Early Learning Centre opened in December, complete with a two-storey bird house that kids can climb up in and look out at the world.

The Library has learned from each new Early Learning Centre, used successful features from one centre to the next, and piloted new elements at each stage. As part of this project, the Library's Early Learning Strategy was finalized, complete with a design guide on how to build dynamic Early Learning Centres. This document has been well received by the community, and a number of folks have requested a copy to learn from Calgary Public Library's experiences.

## **GETTING CONNECTED**

### **New Technologies**

New technologies are being explored as part of New Central Library Plan for Innovation projects. Partnerships with groups like Rainforest Alberta will help the Library find the right expertise and opportunities to enhance patron experiences, through programs such as robotics. This will be a more concrete focus in 2018.

### **Wordfest Partnership**

A detailed agreement between the Library and WordFest, was completed and signed in the summer of 2017. Shelley Youngblut, CEO of Wordfest, attended the October 2017 Library Board meeting to speak to the impacts of the partnership. Since Wordfest moved to the second floor of Memorial Park Library, they have hosted 55+ programs with over 2,545 attendees. Wordfest and the Library have also partnered on events, including a Thanksgiving Day celebration of *Alligator Pie* with Dennis Lee, a Dick Lit social event to celebrate the conclusion of the Library's first professional learning week, and Canzine. Through this partnership, the goal of animating the second level of Memorial Park has certainly been met.

### **Memorial Park Library Transformation**

Memorial Park is well on its way to becoming an arts and culture hub. New Central Library pilots — such as the Create Space, Bonus Holds, and Influencers — have been tested over the year, creating opportunities for community engagement in tangible ways. Exhibits such as Humanologie's Indigenous Youth and Faces of Islam have sparked community conversations and built empathy. The Sun Life Financial Musical Instrument Lending Library launched in June and programming began this fall, with music coaching, music lessons, and jam sessions.

The Library is becoming known as the place to partner and host events. Past events include a teddy bear picnic with Beltline Aquatic and Fitness Centre, a hub of programming for Chinook Country Historical Society's annual Historic Calgary Week, Spectral Illuminations II for Beakerhead, advance voting for Calgary's municipal election, Honens Open Air Concert, and

Alberta Culture Day events. Additionally, Chromebook lending has taken off at Memorial Park, and the building's Salon now has the feel of a reading room, with almost all seats filled during the day.

### **Calgary's Story**

Calgary's Story New Central Library Action Team focused work this year on the assets (both digital and physical) in Calgary's Story, and how these can be best used and displayed in New Central Library. This included work on the collection profile, the Williams & Harris Shared History Centre, the Old Media Lab, and Curated Collections. A shelf plan for the Calgary's Story collections was completed and display cabinets have been sourced. The Calgary's Story collection in New Central Library will also feature distinctive visual end panels that identify the collection as something special and unique, and highlight digital assets in the collection.

## **GETTING OUT THERE**

### **Indigenous Engagement**

There has been significant progress in the area of community engagement, with the hiring of the Library's first Indigenous Service Design Lead, establishment of an Indigenous Services strategy, new community connections and partnerships, an introduction to training, and the opportunity to host and deliver new programs. This work has helped form a foundation from which the Library can continue to build trust with Indigenous communities and organizational capacity in providing inclusive and culturally sensitive services. As well, it's led to identifying opportunities for the Library and Indigenous communities to work together on new education and engagement.

Highlights include:

- Outreach, including delivering Book Truck programming to the City of Calgary and the Aboriginal Learning Centre's first ever Indigenous Summer Camp for children in Grades 1 to 5. Book Truck visits to Tsuut'ina Nation also began.
- Contributions to community initiatives, including the Indigenous Gathering Place (a collective of agencies and organizations developing a business plan to create a gathering space where Indigenous ceremonies can be practiced), and the Indigenous Advisory Council (organizers of the Reconciliation Journey: Walking A Path Together event, which featured various reconciliation initiatives in action across Calgary).
- Training, including nine Library staff participating in the Aboriginal Street Survivor training to gain compassion and understanding around Indigenous homelessness. Additionally, 230 staff participated in the KAIROS Blanket Exercise organized as part of Accelerated Learning Week.
- Programs and Events:
  - Hosting the **Creation Lodge** program at Central Library.
  - The Urban Society for Aboriginal Youth hosted an unlocking youth homelessness event with a locked room installation at Central Library at the beginning of May.
  - For National Aboriginal Month, the Library hosted authors Miranda Jimmy and Danielle Metcalfe-Chenail in a program titled **In This Together**.
  - Humanologie's under an umbrella we met: Indigenous Youth, a free exhibit of five short films, hosted at Memorial Park.
  - The Library secured funding (\$500,000 from the Foundation) and a contract with the Indigenous Place Making Council to implement Indigenous Place Making at New Central Library. The initiative will take place in three phases: community

- engagement and design concepts, detailed design, and fabrication and/or construction.
- Shirley Hill engaged children with traditional oral stories, music, and dance during **Drop-In Storytime** programs in eight locations.
- Awo Taan Healing Lodge delivered **Grandmother Turtle**, an eight-week Indigenous storytelling early literacy program, at Signal Hill Library in the fall.
- A **Drumming Circle** program was launched as part of the Sun Life Financial music programming at Memorial Park Library.
- The Library received funding from Calgary Learns to co-facilitate **Igniting the Fire**, in partnership with St. Mary's University. The 10-class program at Central Library, for self-identified Indigenous people, demonstrated storytelling in a variety of formats.

### **Book Truck Expansion and Service to Day Homes**

Two new book trucks joined the Library fleet in 2017, including a Story Truck at Saddletowne Library and a more traditional Book Truck at Signal Hill Library. Book Truck outreach to the Tsuut'ina Nation began in 2017, using the new Signal Hill Book Truck.

The Story Truck is basically a Book Truck, but it's specifically designed to visit day homes. At Story Truck visits, kids in the day home come out and have a story time inside the vehicle, providing them with a great Library experience without Library staff entering a private residence to deliver the program. **Library Month at Your Day Home** follows a similar model to the Library's highly successful **Library Month at Your Daycare** program, which visits licensed daycares across the city. The pilot project launched in the spring at six northeast day homes, and visits expanded in fall 2017. Since the pilot, the Story Truck has made 48 day home visits, reaching 218 kids.

### **Summer Learning and School Outreach**

Calgary Public Library's signature summer program for 2017 was **School's Out Summer Learning: 3 Things for Canada**. The Library connected its community focus to the 3 Things for Canada national initiative endorsed by Mayor Nenshi. The call to action was for all Canadians to do three "things" for Canada (acts of volunteerism, community/civic engagement) in celebration of Canada's 150th birthday.

In total, 16,499 children aged 0 – 12 participated, up 20% from the previous year. The approximate number of summer learning booklets distributed to kids was 20,900, suggesting that more kids were introduced to the program than captured in registration numbers.

Flash Action Squads offered children aged 6 – 8 an opportunity to have their first volunteer experience. The projects included acts of kindness for vulnerable populations (for example, shut-in seniors) and the environment (for example, bird strike window protectors). There were 18 programs with 335 attendees.

**School's Out: 3 Things for Canada Action Squads**, Division II was a six-week registered program that engaged students in activities that emphasized design-thinking and project-based inquiry. Each location was paired with a Community Champion and City Councillor. Groups of children worked collaboratively to design projects in response to a real-life challenge issued by their Champion. At the end of the session, the Action Squads proudly shared their work in a showcase. There were 14 programs, 745 participants, and 1,000+ hours contributed towards community projects.

One of the activities within the summer learning booklet, which offered kids self-directed activities related to reading, learning, and community engagement, was to write a letter to Mayor Nenshi. Over 300 letters to the mayor were submitted.

The Library also used a Book Truck to connect with day camp programs targeted to low income children offered through community partners, reaching a total of 2,000 kids.

**Teens Read 150**, the Library's scaled-back summer program for teens, saw 679 teens sign up. They were challenged to read for a collective 15,000 hours this summer, and managed to read for 17,840 hours. As a result, the Library distributed \$15,000 worth of fine forgiveness coupons for teens to share with their family, friends, and community. The Library Foundation provided funds to cover the costs from lost fine revenue.

### **Review of Marketing Strategies and Methods**

While initial discussions began in 2017, work has been put on hold because of changes to leadership in the Marketing department. With the hiring of a new Director of Communications, discussions have resumed on marketing strategies, alignment of work between Service Design and MarCom, and the effectiveness of tools like *Library Connect*. This work will continue into 2018.

## **GETTING READY**

### **Transition Plan for New Central Library**

A New Central Library Operational Readiness Committee was formed. Chaired by the Library, with representation from the City of Calgary and Calgary Municipal Land Corporation, this committee meets monthly. These regular meetings provide the opportunity for the three partners to update on progress, identify issues, and strategize collaboratively.

A Transition Team was also initiated, composed of staff from a cross section of departments responsible for the transition to the New Central Library. This group meets weekly and focuses on all the details for the move to the new building, including daily operations, programs and services, meeting rooms, technology requirements, furniture and facilities, back of house layouts and orientation, security, hours of operations, and loading dock operations. This team is positioned to ensure no detail is missed and all aspects of the transition are well planned and executed.

The City of Calgary completed an Operational Readiness Audit of the Library's preparedness to take possession of and operate the New Central Library. The results of this audit were three minor recommendations, including two changes to the Library Board's risk register metrics and one regarding monitoring of staff training metrics.

In preparation for the audit, the Transition Team worked with all departments to develop a thorough and detailed New Central Library Move Project and Change Management Plan. This multi-departmental plan encompasses staff readiness, promotional strategy, facility operations, building security, IT systems, HR processes, financial services, service strategy, volunteer strategy, moving strategy, collection, foundation, café, and decommissioning Central Library. Progress towards completion is monitored monthly through a risk matrix presented to the

Operational Readiness Committee and quarterly through the Library Board's Audit and Finance Committee.

Opportunities for 2018 include ongoing implementation of the plans, as well as responding to emerging issues or concerns. This includes the move plan, the promotional plan, the service strategy, and the staff readiness strategy.

### **Service Plan for New Central Library**

The following are operational items that have been completed and signed off on:

- Hours of service
- Snack and beverage policy
- Café lease
- Staffing structure
- Events and Performance Hall coordinator position

The Plan for Innovation is the guiding document for much of the Service Plan. In 2017, the Plan for Innovation entered its next phase, with responsibilities being defined between Design and Delivery, team projects being initiated and piloted, and priority being placed on which items will move forward and be completed by opening day. Some projects were completed, while others have been trialed and the decision was made to park or fail them. Many projects are in progress and over 55% of the priority one items from the Plan for Innovation are at the pilot or launch stage.

### **Strategic Plan for 2019 – 2022**

The Library's Board and Executive Leadership Team worked throughout 2017 to develop the Mission, Vision, and Values for the Library's next four-year strategic plan. In addition, the Board finalized the "Quality of Life" statements that will guide the development of specific operational strategies for the plan. This has positioned the leadership team to engage with staff across the system, to develop specific strategies that will lead to a completed plan by May 2018.

### **Promotional Plan for New Central Library**

The Library hired a Director of Marketing and Communications in October 2017. Mary Kapusta has experience developing this kind of promotional plan for a new facility, having just gone through that experience at the neighbouring National Music Centre. The plan was drafted by the end of 2017, and is undergoing final review from internal and external stakeholders in January. An outside consultant has reviewed the plan to ensure all points are covered.



## **2018 INITIATIVES**

### **EXTEND / FACILITIES**

- Open the New Central Library on November 1, 2018
- Prepare the Seton Library for Opening in early 2019
- Prepare and initiate operations at a new operation centre
- Renovate the Country Hills and Village Square libraries before November 1, 2018

### **IMPACT / SERVICES**

- Continue the Indigenization of programs and services
- Enhance support services through artificial intelligence
- Apply retail concepts to create outstanding library experiences
- Enrich services for school age students
- Build on the Library's early learning and literacy services
- Distinguish the Memorial Park Library experience through programs, displays and events

### **REFINE / OPERATIONS**

- Continue to work on improving staff engagement especially through "Learn, Change Grow"
- Expand membership to 800,000 active library users
- Improve financial management systems
- Explore lowering the capital assets threshold
- Finalize the 2019-2022 Strategic Plan
- Assist the Library Foundation with the completion of the Add-In Campaign



| Date                               |      |         |     |     |      |         |      | Library Space                 |         |           |     |     |         |           |     | Access to Technology                    |                      |         |         |        |         |         |         |      |        |    |  |  |  |
|------------------------------------|------|---------|-----|-----|------|---------|------|-------------------------------|---------|-----------|-----|-----|---------|-----------|-----|---|----------------------|---------|---------|--------|---------|---------|---------|------|--------|----|--|--|--|
| Year                               |      | 2018    |     |     |      |         |      | Visits                        |         |           |     |     |         |           |     | Total technology sessions               |                      |         |         |        |         |         |         |      |        |    |  |  |  |
| Month                              |      | January |     |     |      |         |      | Jan                           | 2018    | 610,641   | 8%  | YTD | 2018    | 610,641   | 8%  | Jan                                     | 2018                 | 277,153 | -6%     | YTD    | 2018    | 277,153 | -6%     |      |        |    |  |  |  |
|                                    |      |         |     |     |      |         | 2017 |                               | 564,868 | 2017      |     |     | 564,868 | 2017      |     |   | 293,819              | 2017    |         |        | 293,819 |         |         |      |        |    |  |  |  |
| New Members                        |      |         |     |     |      |         |      | Room bookings                 |         |           |     |     |         |           |     | ...computer sessions                    |                      |         |         |        |         |         |         |      |        |    |  |  |  |
| Jan                                | 2018 | 9,597   | -1% | YTD | 2018 | 9,597   | -1%  | Jan                           | 2018    | 729       | 27% | YTD | 2018    | 729       | 27% | Jan                                     | 2018                 | 72,943  | 1%      | YTD    | 2018    | 72,943  | 1%      |      |        |    |  |  |  |
|                                    | 2017 | 9,699   |     |     | 2017 | 9,699   |      |                               | 2017    | 574       |     |     | 2017    | 574       |     |   | 2017                 | 71,965  |         |        | 2017    | 71,965  |         |      |        |    |  |  |  |
| Active Members                     |      |         |     |     |      |         |      | Collections                   |         |           |     |     |         |           |     | ...chromebook sessions                  |                      |         |         |        |         |         |         |      |        |    |  |  |  |
| Jan                                | 2018 | 631,260 |     |     |      |         |      |                               |         |           |     |     |         |           |     | 2018                                    | 17,639               | 45%     | YTD     | 2018   | 17,639  | 45%     |         |      |        |    |  |  |  |
|                                    | 2017 |         |     |     |      |         |      |                               |         |           |     |     |         |           |     |   | 2017                 |         |         | 12,160 | 2017    |         | 12,160  | 2017 | 12,160 |    |  |  |  |
| Programs & Outreach                |      |         |     |     |      |         |      | Physical items acquired       |         |           |     |     |         |           |     |   | ...wireless sessions |         |         |        |         |         |         |      |        |    |  |  |  |
| Programs                           |      |         |     |     |      |         |      | Jan                           | 2018    | 28,138    | 90% | YTD | 2018    | 28,138    | 90% | Jan                                     | 2018                 | 51,688  | -9%     | YTD    | 2018    | 51,688  | -9%     |      |        |    |  |  |  |
| ...in the library                  |      |         |     |     |      |         |      |                               | 2017    | 14,838    |     |     | 2017    | 14,838    |     |   | 2017                 | 56,863  |         |        | 2017    | 56,863  |         |      |        |    |  |  |  |
| Jan                                | 2018 | 1,365   | 12% | YTD | 2018 | 1,365   | 12%  | Jan                           | 2018    | 1,418,866 | -1% |     | 2018    | 1,418,866 |     |   | Jan                  | 2018    | 134,883 | -12%   | YTD     | 2018    | 134,883 | -12% |        |    |  |  |  |
|                                    | 2017 | 1,214   |     |     | 2017 | 1,214   |      |                               | 2017    | 1,436,273 |     |     | 2017    | 152,831   |     |   |                      | 2017    | 152,831 |        |         |         |         |      |        |    |  |  |  |
| ...in the community                |      |         |     |     |      |         |      | Expenditure on physical items |         |           |     |     |         |           |     | ...print, copy & scan jobs              |                      |         |         |        |         |         |         |      |        |    |  |  |  |
| Jan                                | 2018 | 282     | -5% | YTD | 2018 | 282     | -5%  | Jan                           | 2018    | 482,441   | 4%  | YTD | 2018    | 482,441   | 4%  |   |                      |         |         |        |         |         |         |      |        |    |  |  |  |
|                                    | 2017 | 297     |     |     | 2017 | 297     |      |                               | 2017    | 463,829   |     |     | 2017    | 463,829   |     |   |                      |         |         |        |         |         |         |      |        |    |  |  |  |
| ...for adults, seniors or all ages |      |         |     |     |      |         |      | Total expenditure             |         |           |     |     |         |           |     | Website sessions                        |                      |         |         |        |         |         |         |      |        |    |  |  |  |
| Jan                                | 2018 | 516     | 2%  | YTD | 2018 | 516     | 2%   | Jan                           | 2018    | 1,415,973 | 5%  | YTD | 2018    | 1,415,973 | 5%  | Jan                                     | 2018                 | 698,062 | 8%      | YTD    | 2018    | 698,062 | 8%      |      |        |    |  |  |  |
|                                    | 2017 | 505     |     |     | 2017 | 505     |      |                               | 2017    | 1,351,585 |     |     | 2017    | 1,351,585 |     |   | 2017                 | 646,456 |         |        | 2017    | 646,456 |         |      |        |    |  |  |  |
| ...for kids & teens                |      |         |     |     |      |         |      | Circulation                   |         |           |     |     |         |           |     | Catalogue sessions                      |                      |         |         |        |         |         |         |      |        |    |  |  |  |
| Jan                                | 2018 | 1,131   | 12% | YTD | 2018 | 1,131   | 12%  |                               |         |           |     |     |         |           | Jan | 2018                                    | 453,864              | -3%     | YTD     | 2018   | 453,864 | -3%     |         |      |        |    |  |  |  |
|                                    | 2017 | 1,006   |     |     | 2017 | 1,006   |      |                               |         |           |     |     |         |           |     | 2017                                    | 467,426              |         |         | 2017   | 467,426 |         |         |      |        |    |  |  |  |
| Total number of programs           |      |         |     |     |      |         |      | Total Checkouts               |         |           |     |     |         |           |     | Social media followers                  |                      |         |         |        |         |         |         |      |        |    |  |  |  |
| Jan                                | 2018 | 1,647   | 9%  | YTD | 2018 | 1,647   | 9%   | Jan                           | 2018    | 1,203,082 | -6% | YTD | 2018    | 1,203,082 | -6% | Jan                                     | 2018                 | 39,269  | 16%     |        |         |         |         |      |        |    |  |  |  |
|                                    | 2017 | 1,511   |     |     | 2017 | 1,511   |      |                               | 2017    | 1,274,877 |     |     | 2017    | 1,274,877 |     |   | 2017                 | 33,874  |         |        |         |         |         |      |        |    |  |  |  |
| Program participants               |      |         |     |     |      |         |      | ...physical items             |         |           |     |     |         |           |     | Facebook, Twitter, Instagram & LinkedIn |                      |         |         |        |         |         |         |      |        |    |  |  |  |
| Jan                                | 2018 | 30,582  | 13% | YTD | 2018 | 30,582  | 13%  | Jan                           | 2018    | 977,858   | -8% | YTD | 2018    | 977,858   | -8% |   |                      |         |         |        |         |         |         |      |        |    |  |  |  |
|                                    | 2017 | 26,981  |     |     | 2017 | 26,981  |      |                               | 2017    | 1,061,916 |     |     | 2017    | 1,061,916 |     |   |                      |         |         |        |         |         |         |      |        |    |  |  |  |
|                                    |      |         |     |     |      |         |      | ...digital items              |         |           |     |     |         |           |     | Holds                                   |                      |         |         |        |         |         |         |      |        |    |  |  |  |
| Jan                                | 2018 | 225,224 | 6%  | YTD | 2018 | 225,224 | 6%   |                               |         |           |     |     |         |           | Jan | Active holds                            |                      |         |         | YTD    |         |         |         | 2018 | 44,553 | 5% |  |  |  |
|                                    | 2017 | 212,961 |     |     | 2017 | 212,961 |      |                               |         |           |     |     |         |           |     | 2017                                    | 230,226              | 2017    | 42,326  |        |         |         |         |      |        |    |  |  |  |

Date

Year

2018

Month

January

Monthly Community Library Results

| January           |             |       |         |         |                              |         |                   |        |                     |        |                   |        |                              |       |                         |       |                           |      |
|-------------------|-------------|-------|---------|---------|------------------------------|---------|-------------------|--------|---------------------|--------|-------------------|--------|------------------------------|-------|-------------------------|-------|---------------------------|------|
| 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 |
| Alexander Calhoun | 344         | 303   | 16,888  | 16,661  | 32,856                       | 28,471  | 1,961             | 1,837  | 267                 | 233    | 1,629             | 1,557  | 309                          | 295   | 55                      | 61    | 10                        | 6    |
| Bowness           | 176         | 172   | 7,826   | 8,112   | 13,950                       | 12,331  | 1,282             | 1,542  | 168                 | 313    | 696               | 667    | 104                          | 102   | 37                      | 38    | 3                         | 2    |
| Central           | 1,913       | 1,819 | 95,110  | 119,376 | 54,666                       | 50,396  | 18,412            | 18,559 | 2,098               | 3,214  | 8,677             | 7,598  | 462                          | 540   | 190                     | 191   | 60                        | 56   |
| Country Hills     | 619         | 549   | 39,947  | 38,344  | 54,807                       | 49,717  | 3,687             | 3,759  | 187                 | 550    | 4,065             | 3,171  | 398                          | 363   | 77                      | 63    | 4                         | 4    |
| Crowfoot          | 856         | 783   | 42,776  | 40,231  | 91,379                       | 83,798  | 4,153             | 3,986  | 598                 | 501    | 6,679             | 4,397  | 753                          | 766   | 93                      | 105   | 5                         | 3    |
| Fish Creek        | 780         | 737   | 40,691  | 42,456  | 76,491                       | 72,144  | 4,125             | 4,288  | 455                 | 705    | 4,595             | 4,542  | 575                          | 614   | 106                     | 105   | 21                        | 8    |
| Forest Lawn       | 375         | 440   | 16,209  | 17,953  | 20,778                       | 19,309  | 4,442             | 4,677  | 511                 | 608    | 2,167             | 2,032  | 126                          | 140   | 66                      | 78    | 55                        | 40   |
| Judith Umbach     | 306         | 313   | 19,103  | 19,942  | 32,980                       | 28,764  | 3,318             | 3,381  | 514                 | 680    | 2,381             | 2,237  | 261                          | 268   | 50                      | 61    | 5                         | 18   |
| Louise Riley      | 332         | 299   | 30,000  | 26,515  | 42,297                       | 38,472  | 2,881             | 3,216  | 631                 | 833    | 2,360             | 2,383  | 424                          | 434   | 44                      | 52    | 18                        | 9    |
| Memorial Park     | 179         | 238   | 8,689   | 11,086  | 11,128                       | 11,547  | 1,555             | 0      |                     | 958    | 878               | 847    | 147                          | 147   | 20                      | 29    | 8                         | 10   |
| Nicholls Family   | 369         | 304   | 17,827  | 17,180  | 17,438                       | 15,651  | 1,431             | 1,331  | 943                 | 1,225  | 2,388             | 2,185  | 141                          | 147   | 27                      | 37    |                           | 11   |
| Nose Hill         | 345         | 358   | 23,990  | 34,961  | 56,191                       | 51,959  | 2,669             | 3,547  | 460                 | 606    | 2,794             | 2,931  | 441                          | 452   | 54                      | 67    | 6                         | 1    |
| Quarry Park       | 432         | 400   | 21,507  | 21,789  | 23,963                       | 25,080  | 1,651             | 1,792  | 126                 | 206    | 1,631             | 1,697  | 128                          | 151   | 40                      | 38    | 2                         | 3    |
| Rocky Ridge       | 1           | 137   |         |         |                              | 5,193   |                   |        |                     |        |                   | 1,824  |                              | 3     |                         | 15    |                           |      |
| Saddletowne       | 616         | 589   | 47,920  | 50,043  | 28,975                       | 24,964  | 6,721             | 6,701  | 2,033               | 2,767  | 3,995             | 3,699  | 136                          | 119   | 63                      | 71    | 6                         | 7    |
| Sage Hill         | 4           | 167   |         | 4,848   |                              | 7,213   |                   |        |                     | 342    |                   | 251    |                              | 21    |                         | 39    |                           |      |
| Shawnessy         | 751         | 687   | 47,085  | 49,556  | 63,615                       | 56,731  | 4,394             | 4,545  | 843                 | 939    | 4,828             | 3,750  | 552                          | 544   | 87                      | 111   | 20                        | 19   |
| Signal Hill       | 522         | 514   | 34,753  | 37,607  | 69,582                       | 64,374  | 3,075             | 3,237  | 295                 | 327    | 2,592             | 2,401  | 611                          | 626   | 70                      | 85    | 2                         | 5    |
| Southwood         | 248         | 227   | 14,757  | 14,171  | 29,906                       | 25,087  | 1,872             | 2,049  | 217                 | 291    | 1,178             | 1,035  | 309                          | 306   | 65                      | 45    | 7                         | 8    |
| Village Square    | 531         | 561   | 39,790  | 39,810  | 30,743                       | 26,030  | 4,336             | 4,496  | 1,814               | 2,341  | 3,330             | 2,484  | 169                          | 165   | 70                      | 74    | 23                        | 39   |
|                   | 9,699       | 9,597 | 564,868 | 610,641 | 751,745                      | 697,231 | 71,965            | 72,943 | 12,160              | 17,639 | 56,863            | 51,688 | 6,046                        | 6,203 | 1,214                   | 1,365 | 255                       | 249  |

Report to the  
Calgary Public Library Board  
February 28, 2018  
**Audit and Finance Committee Meeting**  
**Calgary Public Library Board**  
Tuesday, January 23, 2018  
**(based on draft unapproved minutes)**

**In Attendance:**

**Board**

Ms. Debra Giles, Chair  
Ms. Judy Gray  
Mr. Rob Macaulay  
Mr. Andrew Rodych  
Ms. Janet Hutchinson

**Administration**

Mr. Bill Ptacek, CEO  
Ms. Elrose Klause, Controller/Director, Financial Services  
Mr. Paul Lane, Director, Corporate Services  
Ms. Heather Robertson, Director, Service Delivery  
Ms. Sarah Meilleur, Director, Service Delivery,  
City Centre Community Libraries and New Central Library  
Mr. Mark Asberg, Director, Service Delivery, Community  
Libraries and System Operations  
Mr. Chae Jun, Manager, Accounting

**Review of Agenda**

The Agenda was approved with the following changes:

- Adding *Approval of the Minutes of the October 19, 2017* meeting;
- Moving *Approval of Minutes* to come before the *In-Camera Items*;
- Adding *Measuring Core Services* to come before *Review of Workplan*.

**Approval of Minutes**

MOVED by Mr. Macaulay, that the minutes of the October 19, 2017 meeting be approved as presented.

Carried Unanimously

MOVED by Ms. Hutchinson, that the minutes of the November 27, 2017 Organizational Meeting be approved with the correction of a typographical error from “Mr” to “Ms.”

Carried Unanimously

**In-Camera Items**

**Motions**

MOVED by Ms. Hutchinson, that the Audit & Finance Committee move in-camera to discuss the In-Camera Items section of the Agenda, in accordance with Section 21(1)(b) of the Freedom of Information and Protection of Privacy Act.

Carried Unanimously

All the Board and Administration attendees, including the Minute-Taker, were allowed to attend the in-camera part of the meeting.

MOVED by Mr. Rodych, that the Audit & Finance committee rise and report.

Carried Unanimously

MOVED by Mr. Rodych, that the Audit and Finance Committee:

1. Receive the in-camera items for discussion.
2. Approve the recommended adjustments to the Risk Register.
3. Forward the in-camera items to the Library Board for discussion in camera at its January 31, 2018 meeting.
4. Agree that the in-camera portion of this meeting, including minutes, become part of the public record at the February 2018 Library Board meeting, after the City of Calgary Audit report on New Central Library Readiness is taken to the City of Calgary Audit Committee on February 13, 2018.

Carried Unanimously

### **Minutes of In-Camera Discussion, Made Public after February 13, 2018**

The following minutes have been made public after The City of Calgary Audit report on New Central Library Readiness was taken to The City of Calgary Audit Committee on February 13, 2018.

### **City of Calgary Audit on New Central Library Operational Readiness**

The third and final audit on the NCL project focused on assessing the Library's readiness to assume responsibility for the New Central Library. It provided three recommendations relating to monitoring and assessment:

1. The inclusion of more detailed metrics regarding training within the overall Move and Change management plan. This has been completed by administration.
2. An adjustment to the Risk Register to focus on Priority 1 Plan for Innovation projects
3. An adjustment to the Risk Register to adjust the metrics for Incidents at Community Libraries/Central Library to account for the anticipated growth in visits and provide a more accurate context of a welcoming and safe library environment.

The Committee discussed the number of security incidents at the Central Library and their effect on the experience of patrons. They also discussed the number of physical visits, security in libraries along LRT routes, and the ratios and internal analyses of security incidents.

The Committee congratulated staff for a successful audit, with only these few recommendations.

### **Quarterly Risk Update**

The Committee's discussion of the Risk Register focused on the following:

### 1.Relevance

- Customer satisfaction is down a small amount, but not enough to be of concern.
- With the many new services and connections at the New Central Library, it is anticipated that community partner involvement will grow significantly
- Service innovation remains in the yellow category. While a few design projects were completed at the end of 2017, new opportunities have come up that we are actively exploring, and pilots and projects related to the New Central Library are ongoing.

### 2.Finance

- All categories were in the insignificant or low/minor values.
- The Committee requested that the word “forecast” be used in the Operating Expenditures section.
- The Committee discussed the rationale of the Risk Register, which is to alert the Board to investigate potential risks. Future increases in revenue and related expenditures should be estimated as much as possible, but it is accepted that opportunities may arise during the year and these will be reflected in a re-forecast of the budget rather than the Risk Register.

### 3.Operations

- There has been an increase in in-person and website visits.
- The score on the annual staff engagement survey shows an increase.

### 4.New Central Library

- There are no emerging issues in construction and commission.
- The delivery of service/programs risk measurement has been modified to reflect The City Audit recommendation.
- It was noted that the exterior café may open with a soft launch in early October to ensure its readiness for the NCL opening day of November 1.

### 5.Security

- The measurement of security incidents been modified to reflect The City Audit recommendation.
- As part of the security contract, security guards will receive training to administer intranasal naloxone as a part of a comprehensive first aid strategy and a response to a community wide crisis. This is reflective of practices and policies of other North American public libraries.
- There has been a Westbrook stakeholder meeting regarding security in the area, which includes the Nicholls Family Library.

## **Controller's Report for the Year Ended December 31, 2017**

*Ms. Elrose Klause, Controller and Director, Financial Services*

The Committee discussed several aspects of the report, including the continued growth of initial capital funding sources. Ms. Giles thanked the Financial Services Team for another good year of work.

MOVED by Mr. Macaulay, 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 December 31, 2017.

Carried Unanimously

## **2018 Operating Budget**

*Ms. Elrose Klause, Controller and Director, Financial Services*

The 2018 base budget adjustment from The City of Calgary has resulted in a reduction from 3.7% to 2.2% to the annual increase. However, there is an increase to operating costs for the New Central Library and Seton Library. The Committee discussed the following aspects of the Budget:

- The line for *2017 Grants and Sponsorships – Restricted* has changed because some of the restricted funding and corresponding expenses have been deferred to 2018.
- The *Strategic Items* expenditures relate to positions throughout the system, such as book truck coordinator, additional delivery drivers and support for summer learning programs.
- Under the *NCL* column, the expenditures relate not just to the 2 open months, but to all of 2018, for expenditures on items such as collections, equipment, and services planning, which must be made in advance of opening day.
- The Committee asked that the budget summary that is presented to the Board at its January 31 meeting include the anticipated 2018 expenditures for which offsetting funding may become available during the year.

MOVED by Mr. Macaulay, that the Audit and Finance Committee recommend that the Calgary Public Library Board approve the 2018 Operating Budget as presented in Attachment 2, with the revisions to expenditures discussed at the January 23, 2018 Audit & Finance Committee meeting.

Carried Unanimously

## **Review of Crisis Protocol Plan**

Ms. Giles said that, while the Crisis Protocol Plan was reviewed by the Governance Committee, it is within the Audit & Finance Committee's mandate to review the Library's operational response to a crisis. Ms. Meilleur showed the Table of Contents of the Emergency Response Plan, which guides staff at all locations if an emergency occurs, and gives a hierarchy of responsibility if the CEO is not available. The Library also has a Problem Situation Guide, which has a different perspective. Both documents are quite thorough and are available to staff on Insight, the Library's staff portal. The Library's security advisor provides input, and table top drills are held periodically at staff meetings.

## **Review of Policies and Procedures**

### **Related Party Disclosures**

Ms. Giles will report verbally to the Board about the new Related Party Disclosure forms, since the forms require only Committee approval. The forms will be distributed to all current Board Members for signature, and become part of annual Board procedures in the future.

MOVED by Mr. Macaulay, that the Audit & Finance Committee:

1. Receive the Related Party Disclosures report for discussion; and
2. After discussion, provide Administration with direction on changes to the Related Party Disclosures forms and procedures.

Carried Unanimously



## **Core Services Monitoring**

The Committee discussed whether this topic should be considered under the Strategy & Community Committee's purview. It was decided that the Audit & Finance Committee also has a responsibility for the Library's efficiency measures from financial and operational audit viewpoints.

Mr. Ptacek said that typical business ratios do not work well in a library environment. Mr. Asberg showed a slide of the ideal staffing hours ratio of 1:1, transactional services to outreach and programming services. The community library results are measured each month.

The question is whether all libraries are equal in efficiencies in terms of value to the community. This is not measured so much by cost, but by capacity. All libraries offer the same services, but not proportionally. Changing demographics require some higher staffed libraries and periodic moving of staff from one location to another. Some factors are beyond the Library's control, such as facility costs and locations. In general, all libraries are operating at the same level of work, and variances in staff are offset by special projects or outreach run from a library, such as Forest Lawn's ISSP program, or by more walk-in traffic, as experienced at Saddletowne. Memorial Park, previously a less busy location, has been reimagined with experiences and programs that have dramatically increased visits. New libraries are being located in areas of growth, but increased density in established communities also creates critical service point needs.

To create a financial analysis, a variety of measures might have to be applied, such as expenditures compared to FTEs, cost per square foot, or number of patrons served. The Committee agreed, however, that some services simply cannot be measured in this way. This year is an exceptional time to deliver new services and open new locations due to a clear existing demand. It was decided that a comparative services analysis for cost effective core library services should be deferred for a year or two.

## **Review of Workplan**

*Ms. Elrose Klause, Controller and Director, Financial Services*

There were no comments on the workplan.

## **Adjournment**

MOVED by Mr. Rodych, that the meeting adjourn at 7:11 pm

Carried Unanimously



Report to the  
Calgary Public Library Board  
Audit and Finance Committee  
January 23, 2017

**City of Calgary Audit on New Central Library Operational Readiness**

**I. BACKGROUND**

In fall 2017 the City of Calgary conducted their third and last audit on the New Central Library Project. The first audit was focused on the project management framework and the governance structure and the second audit was focused on assurance that the NCL project was on track to meet business objectives of time, cost, and quality. This third audit was focused on assessing the readiness of the Library to assume responsibility for the New Central Library. The confidential draft report is attached as Appendix 1.

**II. IMPACT**

The results of all three audits were positive, and the summary of the final audit provided three recommendations for adjustments in monitoring and assessment. One recommendation related to the Library's overall Move and Change management plan, and the inclusion of more detailed metrics regarding training. This has been completed. The other two recommendations involved adjustments to the Library Board's Risk Matrix measures:

- *4c: Delivery of service in new building: # of items within the Plan for Innovation that are being piloted or launched prior to opening of the NCL.* To ensure that monitoring reflects the current state, the recommendation was to focus this measure on the *Priority 1 Plan for Innovation projects*. The adjusted metric tracks the progress of Priority 1 projects only, with the objective that over 50% of these projects will be in the design stage of "Pilot/Test for NCL" or "Ready to Launch for NCL" by opening day. The attached adapted Risk Matrix, Appendix 2 provides this revised measure for Q4 2017, and highlights that 55% of the Priority 1 projects currently meet the criteria, putting the measure in the *Insignificant* category. As the year progresses, it is expected that this percentage will increase, as work on projects progresses.
- *5a and 5b: Incidents at Community Libraries/Central Library: quarterly report of year-over-year count.* The current process of comparing the number of incidents per quarter, year-to-year, does not take into account the growth in visits that is anticipated with the opening of NCL. The recommendation for the adjusted metric takes the anticipated growth in visits into account, and providing greater context for the number of security incidents that occur and the overall impact on the welcoming and safe environment of the Library. Going forward, the number of incidents will be report per 10,000 visits (see Appendix 3) This relates to the average number of visits to Bowness in a month, and the average number of visits expected each day at the new Central Library. The attached adapted Risk Matrix, Appendix 2 provides this revised measure for Q4 2017 for your review, and indicates security incidents at Community Libraries are in the *Low/Minor* category and at the Central Library are in the *Moderate* category.

### **III. CONCLUSION**

The two recommended adjustments to the risk matrix are being presented to the Board for consideration, fulfilling the obligations committed to in the draft City of Calgary Audit report on New Central Library Operational Readiness. The Audit report will be presented to the City of Calgary's Audit Committee on February 13, 2018, at which point it will become a public document.

### **IV. RECOMMENDATIONS**

That the Audit and Finance Committee:

1. Receive this report for discussion.
2. Approve the recommended adjustments to the Risk Register.
3. Forward this report to the Library Board for discussion in camera.
4. Agree that the in-camera portion of this meeting, including minutes, become part of the public record at the February 2018 Library Board meeting, after the City of Calgary Audit report on New Central Library Readiness is taken to the City of Calgary Audit Committee on February 13, 2018.

Sarah Meilleur  
Director, Service Delivery (City Centre Community Libraries and new Central Library)

Appendices:

Appendix 1 – CONFIDENTIAL draft report: New Central Library Readiness Audit

Appendix 2 – 2017 Q4 Risk Register

Appendix 3 – Security Risk Matrix Comparison



**Calgary**

City Auditor's Office

# **New Central Library Readiness Audit**

**January 4, 2018**



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The City Auditor's Office completes all projects in conformance with the *International Standards for the Professional Practice of Internal Auditing*.



## Executive Summary

This is the third and last of three sequenced audits of the New Central Library (NCL) project, which is a significant build with a planned budget of \$245M, and an expected opening date of November 1, 2018. According to the Calgary Public Library's (CPL) NCL project *Operational Readiness Plan*, in October 2018, CPL will move current Central Library operations into the NCL. The *Operational Readiness Plan* outlines major planning components to ensure a successful transition to the NCL for CPL.

The objective of this audit was to assess the readiness<sup>1</sup> of CPL to assume responsibility for the New Central Library. We assessed CPL's planning, prioritization, and risk management processes that support the effective delivery of the *Operational Readiness Plan*. We reviewed the transition of existing and new services, staff and facility readiness, and security measures, as these were identified as key components to support CPL's objectives of delivering an attractive facility that performs well and is ready on Opening Day.

CPL are well-positioned to assume responsibility for the NCL based on detailed planning, prioritization and risk management processes that support the delivery the *Operational Readiness Plan*. Based on our review, we determined that CPL are on track to achieving their move-in and usage targets by setting the planning and process to deliver key services/programs, ensuring that key building operations are in place, and managing security incident risks. We observed that detailed planning, prioritization, and risk management processes had been undertaken across all three areas we reviewed.

CPL's planning documentation incorporates the transfer of existing services/programs to the NCL. In addition, in preparation for the NCL, CPL completed a *Plan for Innovation*. The *Plan for Innovation* details the offering and trial of new NCL services proposed to meet and exceed the innovation in the building design, and ultimately attract more visitors than the current Central Library. CPL set priority levels for the new services/programs to be offered and created a design guide to test and assess results for the new services/programs. CPL's plans include support for functional and performance testing of individual NCL building components and systems, as well as a detailed plan on staff and volunteers job-specific training to deliver services/programs. NCL training includes safety course sessions. To mitigate the risk of increasing numbers of security incidents, CPL use an incident reporting system to identify and assess security incidents. CPL generate information on the types of security incidents and hold weekly discussions on security.

We raised three recommendations focused on refining transition objectives, and associated monitoring and reporting. These refinements will further assist CPL in ensuring that key services and training goals are fully achieved by Opening Day. CPL have agreed with our recommendations, and have indicated in their responses a commitment to implement action plans no later than February 28, 2018. The City Auditor's Office will follow-up on all commitments as part of our ongoing recommendation follow-up process.

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<sup>1</sup> Readiness is defined for this audit as the ability to provide library services in the NCL throughout the first month of operation.

## 1.0 Background

The New Central Library (NCL) project has a budget of \$245 million, and is expected to be completed by Q4 2018. The project is being managed by the Calgary Municipal Land Corporation (CMLC) on behalf of the City of Calgary's Community Services (CS) and the Calgary Public Library (CPL). In 2015 and 2016, the City Auditor's Office undertook audits of the NCL's project management framework, governance structure, and project management's use of tools and techniques to monitor the project's schedule, cost, and quality performance. The audits resulted in an assessment that a robust governance oversight was established, utilizing a PMBOK<sup>2</sup>-based framework, and the project management team designed and implemented project controls to effectively support project objectives of completing the project within the approved budget, meeting approved quality requirements, and identifying and responding to risks.

The CPL's NCL project *Operational Readiness Plan* states that in October 2018, the CPL will move the current Central Library operations into the NCL. This is the largest move the CPL has undertaken. The project objective is articulated in the *Operational Readiness Plan* as "move in to NCL planned and smoothly executed in sufficient time for full operation on Opening Day, November 1, 2018." The *Operational Readiness Plan* outlines move plan components (Table 1) to ensure that the NCL project is on track for a handover date of October 1, 2018 and an opening date of November 1, 2018. The move to NCL and the handover processes include change management activities, communication among CPL departments and stakeholders involved in the move-in process, and CPL tracking the achievement of deliverables. Metrics for the *Operational Readiness Plan* include staff readiness, facility operations, building security, and Information Technology (IT) systems.

Table 1 – NCL Project Operational Readiness Move Plan Components and Metrics

| Move Plan Components   | Metrics   |
|--|---|
| NCL staff are in place with required training  | NCL staff hired and trained by September 1, 2018  |
| Building security systems in place   | Security team familiar with the NCL, trained in Library services, and familiar with NCL systems by September 15, 2018                     |
| Handover date  | October 1, 2018   |
| IT network infrastructure and building security integration (installation and testing) | Complete by October 1, 2018   |
| Well-prepared volunteers in place and trained  | Volunteers recruited and trained by October 3, 2018   |
| All building systems installed, tested and fully functional                            | All systems tested and operational by October 15, 2018  |
| <i>Plan for Innovation</i> services developed, tested, and implemented in NCL          | New services/programs piloted in advance of launch at NCL; all materials and staff training required for new services by October 15, 2018 |
| Opening date   | November 1, 2018  |

Sources: NCL Project Operational Readiness Plan and NCL Move – Project & Change Management Plan

<sup>2</sup>The Project Management Institute's Project Management Body of Knowledge

The service strategy component of the *Operational Readiness Plan* is supported by the *Plan for Innovation*, which has been created to build upon the existing CPL programs and services, with the intention that services offered in the NCL meet and exceed expectations. CPL expect to combine the transition and expansion of existing Central Library services and operations with successful test items from the *Plan for Innovation* to achieve their NCL usage targets.

## **2.0 Audit Objectives, Scope and Approach**

### **2.1 Audit Objective**

The objective of this audit was to assess the readiness of CPL to assume responsibility for the New Central Library.

Readiness is defined for this audit as the ability to provide library services in the NCL throughout the first month of operation.

### **2.2 Audit Scope**

The scope of the audit included CPL's planning, prioritization, and risk management processes that support the delivery of the *Operational Readiness Plan*. The content and format of services provided by CPL were not included in the audit scope.

### **2.3 Audit Approach**

Our audit approach included the following:

- Review of the *Operational Readiness Plan*, and supporting documentation including the *Plan for Innovation* and other applicable plans and metrics, to determine whether CPL is mitigating the following risks:
  - Key services/programs are not offered;
  - Occurrence of significant security incidents; and
  - Key building operations and resourcing are not in place.
- Interviews with CPL staff associated with the NCL project.

## **3.0 Results**

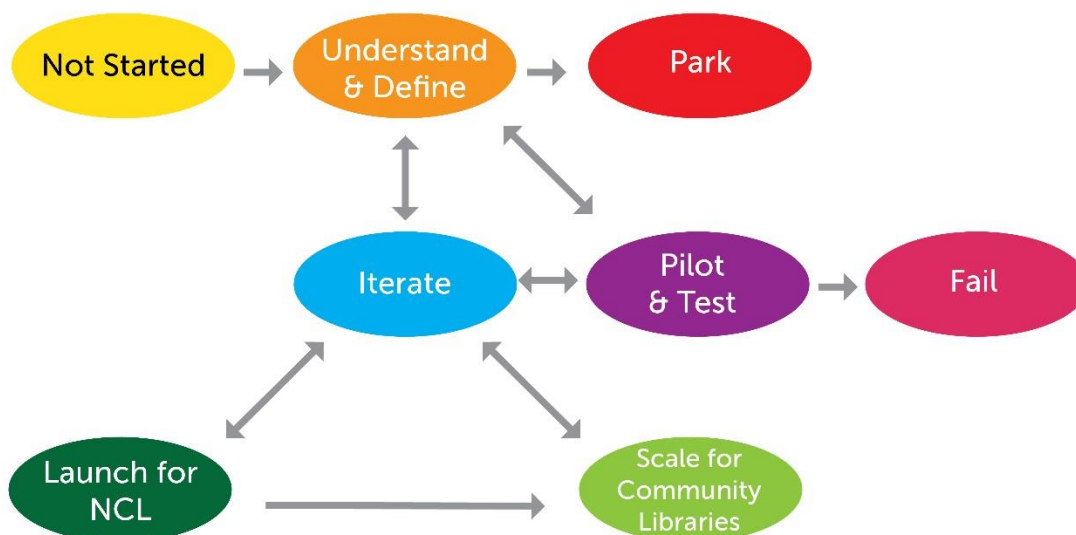
CPL have implemented planning, prioritization, and risk management processes that will assist them in effectively delivering the *Operational Readiness Plan* and assuming responsibility for the NCL. We evaluated the transition of existing and new services, staff and facility readiness, and security measures. We concluded that CPL are on track to achieving their move-in and usage targets by setting the planning and process to deliver key services/programs, ensuring that key building operations are in place, and managing security incident risks. We raised three recommendations focused on refining transition objectives, and associated monitoring and reporting. These refinements will further assist CPL in ensuring that key services and training goals are fully achieved by Opening Day.

### **3.1 Services/Programs offered at the NCL**

CPL have detailed plans in place to support the transition of existing Central Library services/programs to the NCL. A cross-functional team meets weekly to discuss overall

preparations and readiness for transitioning services/programs to NCL. There are specific milestones for the existing services/programs to be transitioned. CPL have also created the *Plan for Innovation* to build upon existing services/programs to ensure that the services offered at the NCL meet and exceed the innovation in the building design, and ultimately attract more visitors than the current Central Library. The *Plan for Innovation* lists 87 services/programs to be defined, tested, and, if successful, launched for the NCL. CPL have effectively set priority levels for the services/programs, created a design guide describing the process from concept to testing to assessing results, and tracked progress for the services/programs (Illustration 1).

Illustration 1 – NCL Plan for Innovation Design Process



Source: *NCL Plan for Innovation* – July 2017

CPL management plans to have at least 50% of the Priority 1 services/programs offered when the NCL opens, but does not currently set an objective for the prioritization of these services ahead of opening day. Focusing on the Priority 1 services/programs will provide enhanced information to assist CPL in meeting their NCL usage targets. We recommended an update to CPL's planning documentation to reflect CPL's projection of at least 50% of the Priority 1 services/programs to be piloted and launched when the NCL opens (Recommendation 1).

### 3.2 Operational Readiness

We reviewed details of the *Operational Readiness Plan* and supporting planning documentation to determine whether the project is on track to ensure that operations are fully functional on Opening Day. We observed that planning documentation contains detailed information to support a fully functional NCL on Opening Day. To ensure that the NCL building systems (heating, ventilating, water, electrical) are functional on Opening Day, CPL's plans include support for the commissioning work (led by CMLC) by assigning staff to implement functional and performance testing of individual NCL building components and system interactions during construction. To support the completion of IT systems upgrades and equipment installation, CPL have devised an *Information Technology NCL Roadmap* with a

defined timeline, roles and responsibilities to test IT system and application upgrades, and equipment for the NCL. To engage existing users and reach new audiences, and to prepare the NCL for Opening Day celebrations, CPL is finalizing a *Promotional Plan* for the NCL to involve key stakeholders, generate awareness, excitement and promotional opportunities. CPL has also implemented a detailed plan on staff and volunteers job-specific training to deliver services/programs for the NCL, including roles and responsibilities, and delivery dates. As trained staff are key to success in delivering services/programs, we recommended the inclusion of information (timelines, percentage of completion) to monitor and report key staff training milestones in project reporting documentation to assess results and take action if needed (Recommendation 2).

### **3.3 Security**

We reviewed the project's risk management documentation to determine whether the project is on track to mitigate the likelihood and impact of security incidents at the NCL that may impact usage targets. We observed that CPL have established processes to manage security incident risks. CPL use an incident reporting system that allows for the identification and assessment of security incidents. A procedure is in place to capture incidents within 24 hours in CPL's security incident reporting system, and management generates information on the types of security incidents. CPL hold weekly discussions on security which include the presence of The City's Security Advisor. CPL risk management documentation also includes measures to familiarize the team with NCL security systems and security-related training.

NCL training includes safety and problem situation course sessions to train staff on how to deal with difficult situations. CPL's planning documentation includes steps to award a security contract and create security patrol procedure for the NCL ahead of the handover date. To further enhance their risk management, we recommended that CPL adjust their security incident objective to align with their objective of increasing visitor numbers to the NCL (Recommendation 3).

We would like to thank staff from CPL and CS for their assistance and support throughout this audit.

## 4.0 Observations and Recommendations

### 4.1 New Service/Program Objectives

CPL's Risk Matrix measures progress on all the new services/programs identified in their *Plan for Innovation*, but does not currently set an objective for the prioritization of these services ahead of opening day of the NCL. Well-defined objectives improve management's ability to manage risk, and to allocate resources effectively.

The *Plan for Innovation* "is the next stage in operational readiness for CPL to ensure that services/programs delivered within the NCL empower and connect the community."

Management have set a prioritization process<sup>3</sup> for the services/programs in the *Plan for Innovation* where they are categorized into:

- Priority 1 services/programs (NCL doors open, enhanced customer experience)
- Priority 2 (not NCL doors open requirement); and
- Parked/Failed (might pursue in the future or will not).

CPL management projects that at least 50% of the Priority 1 services/programs will be offered when the NCL opens. In their Risk Matrix document, management have documented an objective of 50% or more for all *Plan for Innovation* new services/programs to be piloted or launched prior to opening of the NCL. Adjusting the Risk Matrix measure to focus on the Priority 1 services/programs will provide enhanced information to assist CPL in meeting their NCL objectives.

#### Recommendation 1

The Director, Service Delivery to recommend, to the CPL Board's Audit and Finance Committee, an update to the Risk Matrix document to reflect the objective of at least 50% of the Priority 1 services/programs to be piloted and launched when the NCL opens.

Management Response Agree.

| Action Plan  | Responsibility  |
|--|---|
| As work has progressed on the 2016 <i>Plan for Innovation</i> services and programs, monitoring metrics will narrow to focus on Priority 1 services/programs.  | <u>Lead</u> : Director, Service Delivery  |
| Recommendations will be brought to the January 2018 CPL Board's Audit and Finance committee meeting and Library Board meeting. The suggested adjustment to the Risk Matrix metric is outlined as follows:<br>Delivery of services/programs in the NCL (# of items within the Priority 1 Plan for Innovation services/programs that are being | <u>Support</u> : CPL Board; CPL Board's Audit and Finance Committee; Director, Service Design |
|  | <u>Commitment Date</u> : February 28, 2018  |

<sup>3</sup> NCL Innovation Plan Work Plan October 2017

| Action Plan   | Responsibility |
|---|----------------|
| <p>piloted or launched prior to the opening of NCL).</p> <ul style="list-style-type: none"> <li>• Insignificant: Greater than 55%</li> <li>• Low/Minor: 50-54%</li> <li>• Moderate: 30-49%</li> <li>• High/Major: 20-29%</li> <li>• Catastrophic: Less than 19%</li> </ul> <p>CPL administration has prepared strategies to address each level of risk.</p> |                |

#### 4.2 Project Change Management Plan – Staff Training

Project milestone reporting documentation should incorporate detailed information on the status of key training sessions offered to staff.

CPL management uses a Public Service Training Plan to assess detailed progress monthly, towards completion of professional learning modules by staff. The overall *NCL Move – Project and Change Management Plan* is a multi-departmental working document to ensure that the project is on track for a handover date of October 1, 2018 and an opening date of November 1, 2018. Effective change management that results in a successful transition to NCL, including Staff Readiness (i.e. all staff have successfully completed job-specific training) is a critical objective of the plan.

Each month, management uses the *NCL Move – Project & Change Management Plan* to report on the status of key project milestones to the Operational Readiness Committee and the NCL Steering Committee. The *NCL Move – Project & Change Management Plan* references broad training milestones, but does not include detailed information from the Public Service Training Plan such as key training timelines, milestones, responsibilities, and percentages of completion. Including this information in the *NCL Move – Project and Change Management Plan* would provide enhanced monitoring to identify risks or emergent issues related to staff training that could impact the project's objectives.

##### Recommendation 2

The Director, Service Delivery to include more detailed information (timelines, associated milestones, responsibilities, and percentages of completion) to monitor and report key staff training milestones in the *NCL Move – Project & Change Management Plan*.

Management Response Agree.

| Action Plan  | Responsibility                           |
|--|--|
| The Service Delivery Managers at the Central Library will be responsible to incorporate and regularly update the detailed timelines, | <u>Lead</u> : Director, Service Delivery |

| Action Plan  | Responsibility  |
|--|---|
| <p>milestones, responsibilities, and percentages of completion of three key professional learning opportunities for public service staff in the <i>NCL Move – Project and Change Management Plan</i>. These three key professional learning opportunities include Early Literacy Professional Learning, Guide on the Side, and Communicating Through Materials, all modules that will assist in ensuring that public service staff have the skills and competencies required to deliver service in the new building.</p> <p>The inclusion of these detailed milestones will ensure thorough monitoring and assessment, and reporting through the NCL Operational Readiness Committee and the NCL Steering Committee.</p> | <p><u>Support:</u> Service Delivery Managers, Central Library</p> <p><u>Commitment Date:</u> December 1, 2017</p> |

#### 4.3 Security Incident Performance Measures

CPL's current Risk Matrix uses a constant growth model in the percentage of security incidents (e.g. 5% to 65% increase in incidents year over year from 2015-2017) as a performance measure. This model does not take into account the growth in visits that is anticipated with the opening of NCL.

According to the *Plan for Innovation*, the Central Library recorded over 1.1 million visits in 2016, and delivered community programs with over 40,000 participants, a number that is anticipated to more than double at the NCL. As total visits increase, the potential for security incidents will also increase.

Performance measures help an entity operate within established risk tolerance, achieve objectives, and provide the basis for effective monitoring. Risk tolerance is the acceptable level of variation in performance relative to the achievement of objectives. Operating within risk tolerance provides management with greater confidence that the entity will achieve its objectives.

A performance measure that is a ratio of incidents to visits provides a more realistic picture of the impact security incidents are having towards the Library's stated goals of a welcoming and safe experience for visitors. In 2017, the percentage of security incidents compared with visits has fluctuated between 0.02% and 0.04%, that is, one incident for every 2,500 to 5,000 visits. A performance measure that includes both the number of security incidents and the number of visits ensures that context is considered when analyzing and assessing the risk that is present.



### Recommendation 3

The Director, Service Delivery recommend, to the CPL Board's Audit and Finance Committee, an update to the Risk Matrix document that demonstrates a specific security incident objective, such as 1 incident for every 5,000 visitors (0.02%), to take into account the expected increase in the number of visitors in the NCL, and articulate associated risk tolerances (acceptable variations for the objective) and planned responses.

### Management Response

Agree.

| Action Plan   | Responsibility  |
|---|---|
| <p>As visits at Calgary Public Library continue to increase, along with the corresponding increase in interactions with the public, the potential for incidents increases.</p> <p>Recommendations will be brought to the January 2018 CPL Board's Audit and Finance committee meeting and Library Board meeting. The suggested adjustment to the Risk Matrix metric is outlined as follows:</p> <p>Insignificant:<br/>0 – 0.50 (incidents) / 10,000 (visits)<br/>Low/Minor:<br/>0.51 – 1.50 (incidents) / 10,000 (visits)<br/>Moderate:<br/>1.51 – 4 (incidents) / 10,000 (visits)<br/>High/Major:<br/>Greater than 4.01 (incidents) / 10,000 (visits)</p> <p>CPL administration has prepared strategies to address each level of risk, including continuing collaboration with City of Calgary Corporate Security.</p> | <p><u>Lead</u>: Director, Service Delivery</p> <p><u>Support</u>: CPL Board, CPL Board's Audit and Finance Committee</p> <p><u>Commitment Date</u>: February 28, 2018</p> |



## City of Calgary Audit on New Central Library Operational Readiness

### Adjusted Risk Matrix Measures

| Area |          | Level of Risk     | Insignificant   | Low/Minor                         | Moderate   | High/Major                                      | Catastrophic   |  |
|------|----------|-------------------|---|-----------------------------------|--|---|--|--|
|      |          | Level of Response | None Required   | Enhance Monitoring                | Change to Policy, Practice or Plan                                     | Change to Operating Model                       | Change to Strategic Plan                                   |  |
| 4    | NCL      | 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%<br>2017 Q4: 55%           | 50-54%   | 30-49%  | 20-29%   | 0-19%  |
| 5    | Security | a                 | Incidents at Community Libraries [quarterly count of number of incidents per 10,000 visits]   | 0 - 0.5 incidents / 10,000 visits | 0.51 - 1.5 incidents / 10,000 visits<br>2016 Q4: 0.90<br>2017 Q4: 0.63 | 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 |
|      |          | b                 | Incidents at Central Library [quarterly count of number of incidents 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<br>2017 Q4: 3.23 | Greater than 4.01 incidents/10,000 visits<br>2016 Q4: 5.14 | Incidents are of such a nature and number that strategic deliverables are no longer achievable |

### City of Calgary Audit on New Central Library Operational Readiness Security Risk Matrix Comparison

| Previous Measure  |     |      |      |      | New Measure  |      |      |      |      |
|---|-----|------|------|------|--|------|------|------|------|
| # of Incidents quarter over quarter comparison  |     |      |      |      | # of Incidents / 10,000 visits   |      |      |      |      |
| Central   | Q1  | Q2   | Q3   | Q4   | Central  | Q1   | Q2   | Q3   | Q4   |
| 2015  |     |      |      |      | 2015   | 3.69 | 2.55 | 2.99 | 4.94 |
| 2016  | 67% | 26%  | 35%  | -3%  | 2016   | 5.46 | 2.83 | 3.62 | 5.14 |
| 2017  | 8%  | 5%   | -44% | -31% | 2017   | 6.20 | 2.93 | 1.99 | 3.23 |
| Community Libraries   | Q1  | Q2   | Q3   | Q4   | Community Libraries  | Q1   | Q2   | Q3   | Q4   |
| 2015  |     |      |      |      | 2015   | 0.44 | 0.55 | 0.56 | 0.71 |
| 2016  | 77% | 46%  | 26%  | 29%  | 2016   | 0.69 | 0.75 | 0.68 | 0.90 |
| 2017  | 43% | -30% | -12% | -27% | 2017   | 0.98 | 0.52 | 0.59 | 0.63 |
| Insignificant:<br>Remains stable or decreases<br>Low/Minor:<br>Increase in incidents up to 5%<br>Moderate:<br>Increase in incidents 6% to 25%<br>High/Major:<br>Increase in incidents more than 25% |     |      |      |      | Insignificant:<br>0 – 0.50 (incidents) / 10,000 (visits)<br>Low/Minor:<br>0.51 – 1.50 (incidents) / 10,000 (visits)<br>Moderate:<br>1.51 – 4 (incidents) / 10,000 (visits)<br>High/Major:<br>Greater than 4.01 (incidents) / 10,000 (visits) |      |      |      |      |

Legend:

- Dark green = insignificant
- Light green = low/minor
- Yellow = moderate
- Orange = high/major

Report to the  
Audit & Finance Committee  
Calgary Public Library Board  
January 23, 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 December 31, 2017.

## **II. BACKGROUND**

In early 2014 KPMG was engaged to assess the Integrated Risk Management process developed by the Calgary Public Library and to provide recommendations. 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

The City Auditor's Office recently completed a New Central Library Readiness Audit report that is also part of this meeting's agenda. The audit provided two recommendations for adjustments to the Library Board's Risk Matrix measures, which have been included in Attachment 1 in the New Central Library section. Because the auditor's report, including the changes to the risk matrix, are confidential until the report is presented to the City's Audit Committee, this report is also being presented "In Camera".

### **III. INVESTIGATION: ALTERNATIVES AND ANALYSIS**

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

### **IV. ASSESSMENT**

Verbal reports will be given at the meeting.

### **V. RISK ASSESSMENT**

The Library builds risk assessment into new initiatives and ongoing services. 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 December 2017 Quarterly Risk Update for discussion and information.

Elrose J Klause, CMA  
Controller and Director, Financial Services

#### **Attachments**

1. Quarter 4 Risk Matrix Impact Scales

Calgary Public Library  
Risk Matrix Impact Scales  
December 31, 2017

| 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 December 31, 2017)  |
| 1<br>Relevance | a | Active members/capita [quarterly count]  | 50%<br>2017 Q3: 50.0%<br>2017 Q4: 51.0%  | 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<br>2016 Dec: 4.8/5<br>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%<br>2017 Q3: 16%<br>2017 Q4: 20%       | 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<br>2017 Q3: 58<br>2017 Q4: 58 |  | 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> |
|                | e | Availability of Volunteers [% of need filled] [quarterly count]  | 100% or more   | 80% to 99%<br>2017 Q3: 98.0%<br>2017 Q4: 97.0% | 60% to 79%                                   | 50% to 59%                                   | Less than 50%                                      | <ul style="list-style-type: none"><li></li></ul>  |
| 2<br>Finance   | a | Fraud [quarterly report]   | No instance of fraud<br>2017 Q3: No instances to date<br>2017 Q4: 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<br>2016: Increase of \$1,143,000<br>2017: Increase of \$2,748,000<br>2018: Increase of \$4,719,000 (pending board budget approval) | 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>  |

| 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 December 31, 2017)   |
|                 | c | Allocation of resources [annual report]   | Adherence to Asset Management Plan (AMP)   | Adherence to AMP with minor timing differences<br>2016: Capital spending matched to 4 year capital spending plan with minor timing differences<br>2017: Capital spending continues to adhere to the Asset Management Plan with minor timing differences | Actual costs related to AMP 10% less than budgeted  | Actual costs related to AMP from 11% to 20% less than budgeted  | Facilities are structurally unsafe – one or more cannot be remediated by asset management plan reserves    | <ul style="list-style-type: none"><li>Monthly oversight by the Library’s Senior Management Team</li><li>Quarterly oversight by the Library’s Audit &amp; Finance Committee</li></ul>   |
|                 | d | Operating expenditures exceed budget by [quarterly report]                          | 0%   | 2%<br>2017 Q3: Expenditures 0.03% unfavorable, due to timing differences and additional funding<br>2017 Q4: Expenditures 2.12% unfavorable, due to timing differences and additional funding  | 3%  | 5%  | 10%  | <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> |
|                 | e | Capital expenditures exceed budgeted revenues/reserves by [quarterly report]        | 0%<br>2017 Q3: Capital expenditures less than sources of funding<br>2017 Q4: 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<br>Operations | a | Building visits [quarterly report of year-over-year change]                         | Less than 5% decrease<br>2016 Q4: decrease of 1% over 2015 Q4<br>2017 Q4: Increase of 5% over 2016 Q4                          | 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<br>2016 Q4: decrease of 2% over 2015 Q4<br>2017 Q4: Increase of 4% over Q4 2016                          | 6-10% decrease  | 11-20% decrease   | 21-50% decrease   | Over 50% decrease  |  |
|                 | c | Facility availability [quarterly count]   | All facilities open during all regular open hours in period  | Any closure for up to 1 open day in one or more locations<br>2017 Q3: 2 instances of closures of one day or less  | Any closure for up to 1 week in one or more locations<br>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 |  |



| 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 December 31, 2017)   |
|                          | d | Relationships with partners in joint facilities [quarterly report]  | Operating Styles of Partners diminish the synergies of co-location<br>2017 Q3: 1 instance at Quarry Park Library<br>2017 Q4: 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><b>Requesting two weeks advance notice from partners for planned closures of the facility.</b></li></ul>                                      |
|                          | e | Collection meeting community needs [physical collection - turnover rate/year]   | Turnover rate of 8 to 10<br>2016: 8.7<br>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 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>   |
|                          | f | Staff engagement level [Overall score on annual survey]   | More than 80%   | Less than 80%<br>2016 May: 75%<br>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. <b>Next engagement is scheduled for Oct. 2017</b></li><li>An online suggestion system allows staff to suggest change whenever it occurs to them</li></ul> |
| 4<br>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<br>2017 Q3: No emerging issues<br>2017 Q4: 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%<br>2017 Q3: 0%<br>2017 Q4: 0%   | 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 December 31, 2017)  |
|               | 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%<br>2017 Q4: 55%)          | 50-54%   | 30-49%  | 20-29%   | 0-19%  | <ul style="list-style-type: none"><li>• <b>Note – NEW MEASURE</b></li><li>• <b>Modified to reflect City Audit recommendation</b></li><li>• NCL Plan for Innovation updated monthly</li><li>• Implementation Plan updated <b>regularly</b></li><li>• Trialing innovative projects, such as the Create Lab, Campus Calgary</li><li>• <b>Collaborative Work Teams</b></li><li>• <b>Joint Service Design and Service Delivery project management teams</b></li><li>• <b>Biweekly check-ins on project status</b></li></ul>  |
| 5<br>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<br>2016 Q4: 0.90<br>2017 Q4: 0.63 | 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>• <b>Note – NEW MEASURE</b></li><li>• <b>Modified to reflect City Audit recommendation</b></li><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><li>• Concentrated efforts to bring new and diverse demographics to Central Library through extensive programming and community events</li><li>• Community engagement in the Beltline to explore, identify and implement new programs and features at Memorial Park Library to promote pro-social activities in the Library</li><li>• Bannings are now communicated to shared facilities, at which point facility wide bannings are then put in place</li><li>• Increased guard deployment at Nicholls Family Library</li><li>• Locked bathrooms at both Nicholls Family Library and Memorial Park Library</li><li>• Security guards from Central now cover shifts at community library locations, helping to identify banned persons before they enter the library</li><li>• The Library is collaborating with stakeholders around Westbrook Mall to develop joint security strategies.</li><li>• CCTV camera is live on the front door of Central (monitored by City and CPS)</li><li>• The Library is developing relationships with the CPS Aboriginal Liaison Officer</li><li>• All Library guards are participating in Aboriginal Awareness training offered by Garda</li><li>• All security staff have participated in non-violent crisis intervention refresher training</li><li>• General personal safety training for staff will be scheduled in September</li><li>• Library staff have participated in CPS training on large event security protocols, active assailant protocols, fentanyl awareness, and safe consumption sites</li><li>• Critical incident procedures have been added to the problem situation guide</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<br>2017 Q4: 3.23 | Greater than 4.01 incidents/10,000 visits<br>2016 Q4: 5.14 | Incidents are of such a nature and number that strategic deliverables are no longer achievable |   |

| 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 December 31, 2017)   |
|      |  |                   |               |                    |                                    |                           |                          | <ul style="list-style-type: none"><li>• Forest Lawn has new cameras and cameras were added at Sage Hill. All upcoming library renovations and new libraries will have a standard set of cameras placed.</li><li>• New cameras at Nose Hill</li><li>• Increase security hours at Nicholls Family</li><li>• <b>Security contractor contacted re training for security to administer naloxone</b></li><li>• <b>Safety and security professional learning session for staff</b></li><li>• <b>Security staff participated in select library training sessions during accelerator week</b></li><li>• <b>Westbrook stakeholder meeting occurred</b></li></ul> |



Report to the  
Calgary Public Board  
February 28, 2018  
**Strategy and Community Committee Meeting**  
Held at the Rocky Ridge Library  
**Tuesday, February 6, 2018**  
**(based on draft unapproved minutes)**

**In Attendance:**

**Board**

Mr. Rob Macaulay, Committee Chair  
Ms. Debra Giles  
Ms. Janet Hutchinson  
Ms. Shereen Samuels

**Regrets:**

Ms. Catherine Angus  
Mr. Andrew Rodych

**Administration**

Mr. Bill Ptacek, CEO  
Mr. Mark Asberg, Director, Service Delivery,  
Community Libraries and System Operations  
Ms. Evette Berry, Service Delivery Manager,  
Crowfoot and Rocky Ridge Libraries  
Mr. Paul Lane, Director, Corporate Services  
Ms. Sarah Meilleur, Director, Service Delivery,  
Community Libraries and New Central Library

**Strategic Planning Update**

*Mr. Mark Asberg, Director, Service Delivery*

Mr. Asberg reported the next steps related to the deployment of the Board-created Vision, Mission and Values (VMV) framework:

- There was a virtual town hall on January 12 to introduce the VMV and discuss the Strategic Plan process with staff.
- A post was released on Insight, the staff portal, explaining the engagement process, for all staff to read.
- A strategic planning workshop day will be held on February 12 at the Central Library, involving 50 representatives from locations across the system. It will focus on what the quality of life statements mean to the Library, what is already being done, and what can be done, identifying key strategies and actions.
- Consultations will be held with Service Delivery Managers (Feb 7), Supervisors (Feb 20) and Librarians (Feb 22).
- Input from all staff will be sought through an online survey and a virtual discussion board in the coming weeks.

It is important to hear as many voices as possible, so that all staff can own the Strategic Plan, be proud of it, and live it in their work in the coming years. Other benefits of these activities are: confirming the common understanding of the quality of life statements as they are seen in a fresh context, and hearing what resonates with staff. The Committee was pleased that early staff comments express passion for the quality of life verbiage, particularly the statement "Potentials realized."

At the March 10 Board Retreat, the work accomplished through the internal staff activities will be brought for the Board's interactive feedback and perspective on achieving the desired high-level

objectives. The Retreat will provide not only an opportunity for the Board to weigh in, but also a recap of the work accomplished since the initial Board input, so that the Board is prepared to efficiently assess and affirm the final version in May.

| Action items arising  | Person Responsible | Deadline                 |
|---|--------------------|--------------------------|
| Bring forward a presentation on the internal work accomplished on the development of the Strategic Plan | Mark               | For Mar 10 Board Retreat |

### **Board Retreat Planning**

*All*

The Committee discussed the schedule and elements of the Retreat, which will be facilitated by staff. Because the inclusion exercise will take time to process, it will be discussed again at a future Board meeting.

| Action items arising                        | Person Responsible | Deadline            |
|---|--------------------|---------------------|
| Bring final Retreat Agenda to Board Meeting | Rob                | Feb Board meeting   |
| Send out pre-readings                       | Mark               | On or before Mar 5  |
| Discussion of inclusion exercise            | Janet / Bill       | Future Board Agenda |

### **Strategic Scorecard 2017 Year End Update**

*Mr. Paul Lane, Director, Corporate Services*

Mr. Lane presented the scorecard, which reports on the performance of the indicators associated with each of the three strategic goals. The following topics arose during the discussion:

- Three-quarters of CPL's libraries are not big enough to serve the members in the area.
- The number of members will increase this year because of factors such as targeted outreach, the partnership with the Calgary Catholic School District, and the opening of the New Central Library. The Committee discussed ways to connect membership with outreach programs, some of which do not currently require a library card for participation.
- The measure "New Members" includes new members only, not the net result of new and lost members.
- Membership and circulation are the areas showing greater challenges in Q4 2017.
- The Committee was pleased with the new, clear format. For the new Strategic Plan, the same scorecard format will be used, with many of the same indicators and measures linked to the new identified goals.
- The Committee discussed setting highly aspirational targets or more quickly achievable ones. Yellow and red indicators should not be viewed negatively, but rather as fodder for discussion and examination. The Library must strive to provide the best possible service, while recognizing that the balance between realistic and highly aspirational targets is driven by available staff and resources.

There being no objections, the Strategy & Community Relations Committee received the report, *Strategic Scorecard 2017 Year End Update*, for information.

| Action items arising | Person Responsible | Deadline |
|----------------------|--------------------|----------|
| None                 |                    |          |

### **The New Rocky Ridge Library**

*Mr. Mark Asberg, Director Service Delivery*

*Ms. Evette Berry, Manager, Service Delivery, Crowfoot and Rocky Ridge Libraries*

Mr. Asberg spoke about the new model that provides all the services of a regular library without requiring a large investment. It is another of the many new ways of providing nimble service, such as the Book Truck, the temporary Lido Library in Kensington, and mini pop-up (or roll-in) libraries. Located in a bustling recreation centre, the Rocky Ridge Library, while not large, is already seeing high circulation and busy use.

Ms. Berry said that, since opening on January 15, Rocky Ridge has received an overwhelmingly positive response. There have been three refills of the current collection of 7,500 items, weekend storytimes are filled with up to 20 children each, and members are delighted with the hold lockers. Many people at this location are re-discovering the Library, or using it for the first time. Four part-time staff work staggered shifts, providing support work, programming and facilitation. In the future, a printing capacity and more hold lockers may be added.

Staff are engaged and invested in the new model, which supports a positive vision for different, more productive tasks, autonomy and professional growth. The Committee was pleased with Rocky Ridge's example of how the Library can increase its density of service while remaining lighter on capital, and briefly discussed ideas for the future such as self-service meeting room entrances.

There being no objections, the Strategy and Community Committee received the report, *The New Rocky Ridge Library*, for information.

### **Capital Planning**

*Mr. Bill Ptacek, CEO*

Mr. Ptacek reported that the Library has submitted a prioritized 4-Year Capital Plan to The City of Calgary. Councillor Woolley had suggested that it would be useful for the Board to develop an aspirational strategy for developing or replacing libraries in established communities, which would prepare the groundwork for potential arising opportunities.

The Committee discussed spending limited capital where the need is greatest, filling service gaps, and assessing the community impact of replacing or expanding libraries. It was decided that the topic would be discussed further at the next meeting. The involvement of the Foundation and of the Councillor Board Members would be sought later in the process.

| Action items arising                              | Person Responsible | Deadline                |
|---|--------------------|-------------------------|
| Place "Capital Planning" on next Committee Agenda | Rob                | For March S&C Committee |

|   |      |                                |
|---|------|--------------------------------|
| Prepare background report and pre-reading material, including the 4-Year Capital Plan, for distribution | Mark | For March S&C Committee Agenda |
|---|------|--------------------------------|

### **Advocacy Plan Update**

This topic was deferred to the March meeting.

| Action items arising                                  | Person Responsible | Deadline                |
|---|--------------------|-------------------------|
| Place "Advocacy Plan Update" on next Committee Agenda | Rob                | For March S&C Committee |

### **Other Business**

There was no other business.

### **Adjournment**

MOVED by Ms. Hutchinson, that the meeting be adjourned at 9:33 am.



Report to the  
Calgary Public Library Board  
February 28, 2018  
**Calgary Public Library Foundation Update**

## **1. FEBRUARY HIGHLIGHTS**

### **Gifts Secured**

- \$1,000,033 unrestricted gift of stock from an individual
- \$500,000 grant from an anonymous donor was approved for Library planning, delivering and testing two targeted Early Childhood Development outreach programs for low-income families: Library Month at your Dayhome and Project Book Oasis (the "ECD Programs").
- \$100,000 gift for TD Read With Me and 3 year renewal.
- \$53,000 from 280 gifts through the January Direct Mail.
- \$25,000 gift anticipated for sold out Saks Fifth Avenue VIP Gala charity partnership.
- The Windows of Opportunity appeal to Library volunteers resulted in 84 volunteers giving 148 gifts, totaling \$23,445
- \$21,800 received in January from social enterprise initiatives, \$11,000 Betterworld Books; \$2,800 LibraryStore.ca; and \$8,000 Sandstone Energy.

### **Other Highlights**

- \$1,000,000 gift agreement being finalized with a local family.
- \$1,000,000 gift in development with a local family with support from a Library Foundation Board Member.
- \$450,000 gift agreement being finalized for Cenovus Classroom at NCL and 3 Year Library School supported by Cenovus.
- \$100,000 gift for arts and culture program being finalized with a local individual.
- 3 grant submissions totaling \$87,799 to support Library Indigenous literacy initiatives and summer employment opportunities for Library Foundation.
- Brand Partner with Metro for the month of February (a minimum of 11 full-page ads)
- Add In Founding Partner Stewardship Event is planned for February 26 to honour the transformative campaign gifts of individuals, foundations, and corporations.

### **Declines:**

- \$100,000; \$75,000 and \$50,000 Calgary South Rotary Club Large Grant Committee Tiered Options for NCL Children's Library projects.
- \$30,000 StatOil for Heroes of Tomorrow.
- \$23,000 New Horizons for Seniors Program
- Nickle Family Foundation expression of interest Early Learning Strategy

## **2. MARCH FORECAST**

- Planning is underway for a transformative gift announcement on March 24 by a Calgary Family
- Individual and Corporate gifts continue to be cultivated at all financial levels by major gift team.
- March Grant applications are being pursued for Alva Foundation and Co-op Community Spaces grant (both align with Library Early Childhood)
- March direct mail to drop March 12 to approximately 20,000 (including current donors and qualified prospects).

## **3. ADD IN CAMPAIGN – KEY PERFORMANCE INDICATORS (AS OF FEBRUARY 21)**

- Campaign to Date: \$323,478,574 raised
- Year to Date Raised: \$3,094,425
- Total Campaign Gifts: 46,348
- Unique Donors: 15,133
- Windows of Opportunity: 1134 total
  - 1055 at \$100
  - 52 at \$2018
  - 27 at \$5000

Report to the  
Calgary Public Library Board  
February 28, 2018  
**Recognizing Alexander Calhoun**

**I. BACKGROUND**

As of March 23, 2018, the Alexander Calhoun Library will be renamed the Mary and Joe Giuffre Library in recognition of a gift to the Library. This gift announcement also offers the opportunity to transfer the Alexander Calhoun honourific naming to a different Library asset and explore the terms of naming agreements versus honorific designations on Library properties.

The Library is presenting two options to honour Calhoun at Memorial Park Library for the Board's consideration.

**II. CONSIDERATIONS**

- The Library Foundation has expressed some concern over a potential negative reaction to the change in naming and the need to have a solution for the Calhoun naming in time for March 23.
- Board Members have previously discussed gift recognition naming privileges on Library buildings and the holding back of specific locations. Memorial Park Library could qualify for this dispensation.
- Two other Library honourific titles (W.R. Castell and John Dutton) will be moved from the existing Central Library to designated areas of recognition in the new Central Library.

**III. ALEXANDER CALHOUN**

Chosen as its first chief librarian in 1911, Calhoun began his career in Calgary at a time when the only libraries in the city were privately owned. He opened Memorial Park Library in 1912 and maintained an office there until his retirement in 1945. He remains the longest serving CEO for the Library and during his tenure he advocated for service expansion through temporary and permanent branches, introduced collections in languages other than English, and developed adult education programs. He became one of the original directors of the Canadian Library Council (now the Canadian Library Association,) the first president of the Alberta Library Association, and in 1953, was given an Honorary Doctor of Laws degree by the University of Alberta.

**IV. MEMORIAL PARK LIBRARY**

Memorial Park Library is a national historic site and an area of focus for the Library. Cultivating a strong community presence and member experience there is a key initiative for the Library. The rejuvenation and activation of this specific location is tied to the engagement of the immediate community and members travelling there for specific programs and resources, such as the Sun Life Financial Musical Instrument Lending Library. Memorial Park Library is about to undergo a modest renovation that includes furniture, painting, and signage.

## **V. OPTIONS FOR HONOURING ALEXANDER CALHOUN**

### **Option #1: The Alexander Calhoun Salon at Memorial Park Library**

The sizeable salon at Memorial Park Library is considered a key area for future programming and activation, with significant improvements to technology, furniture, and lighting planned this year to support greater programming and activation within the space. A small stage will also be added to support more performances and special presentations.

There would be opportunities to reinforce Calhoun's contributions to community programming and accessibility through this naming opportunity.

#### **Example**

*On Saturday, May 26, join us at the Alexander Calhoun Salon at Memorial Park Library for an evening of music and spoken word.*

Most will use Memorial Park Library for event listings and the Alexander Calhoun Salon will be used for address lines and opening remarks – *"Welcome to the Alexander Calhoun Salon..."*.

#### **Challenges**

- There may be isolated, but influential negative feedback on the removal of Calhoun's previous naming to a less prominent space.

#### **Timing**

- The change could be announced on March 23 and take effect immediately, pending signage updates.

### **Option #2: The Alexander Calhoun Library at Memorial Park**

Considering the impact of Calgary's first librarian, this option would maintain a prominent naming for Calhoun at a location of great historical significance. This option could provide a positive media opportunity, especially if the announcement and celebration were moved to 2019.

#### **Example**

*On Saturday, May 26, join us at the Alexander Calhoun Library at Memorial Park for an evening of music and spoken word.*

Most will abridge to Calhoun Library for event listings and Memorial Park would be used in address lines.

#### **Challenges**

- The Memorial Park Library is named for the park in which it resides. This naming honours fallen soldiers and adding another name may diminish this connection.
- The current library name has been used for 100+ years and the Board may choose to select it as a library location exempt from financial or honourific naming agreements.
- There will be some temporary user confusion regarding the use of a previous name for a different location.
- Would require a name transition period to diminish confusion and allow internal updates to materials.
- There may be some community pushback against the change as it is a well-known, significant, and loved public park.

### **Timing**

- The change could be announced on March 23 with detailed plans on the name transition.
- Delaying the name switch could garner more attention and support the adoption of the renaming, especially as a positive story.

## **VI. LOCATION NAMING**

As part of Add In, the Campaign for Calgary's Library, the Calgary Public Library Foundation has developed a naming rights strategy for Library buildings, feature spaces, collections, programs and services, and endowment funds. In 2014, the Library Foundation engaged Crescendo Fundraising (now Vitreo) operated by Vincent Duckworth to conduct a comprehensive and objective review of these opportunities.

Every community library, including Rocky Ridge, Seton and Symons Valley (now planned for the Sage Hill community) is included in "The M Book," an illustrated prospectus of gift opportunities.

To date, the following gift agreements are in place:

- Judith Umbach Library named in 2015 for a period of 25 years
- Nicholls Family Library named in 2016 for a period of 25 years
- Giuffre Family Library named in 2018 for a period of 25 years

Bill Ptacek,  
CEO

Mary Kapusta,  
Director, Communications



Report to the  
Calgary Public Library Board  
February 28, 2018  
**Indigenization of the Calgary Public Library: Our Commitment**

**OKI                      AMBA'WASTITCH                      DANIT'ADA                      TANSI                      HELLO**

The Calgary Public Library acknowledges 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.

Acknowledging the traditional Treaty 7 lands where Calgary Public Library's 20 facilities are located is just one small step in our efforts toward reconciliation. Calgary Public Library is committed to responding to the Truth and Reconciliation Commission's *Calls to Action* as well as The City of Calgary's *White Goose Flying Report*.

Our goal is to take meaningful and sustainable steps to Indigenize the Calgary Public Library system and ensure the values of inclusivity, collaboration, and respect inform planning and decision making.

Through this process, the Library will:

**WELCOME**

- Reduce barriers to library membership to ensure that all Indigenous people have access to library services.
- Create safe and inclusive public gathering spaces. Through Indigenous placemaking, the Library will work with the community to create spaces that are reflective of Indigenous history, heritage, and culture and ensure that all Indigenous people feel welcome.

**LISTEN**

- Ensure community engagement, inclusivity, and relationship building are at the core of our approach. It is through listening to and working with the local and surrounding Indigenous communities that the Library will be guided in efforts to create lasting connections that are rooted in respect.

**LEARN**

- Provide platforms for thoughtful and meaningful dialogue that honour, respect, and support the lifelong learning traditions of Indigenous people and help educate people on subjects such as revitalizing culture, traditional knowledge and language, historical information, and the history and legacy of residential schools.
- Build and increase access to collections and resources to ensure that everyone can explore the rich history and stories of Indigenous people.
- Include Indigenous worldviews, including traditional cultures and languages, into library programs and provide library space and support to Indigenous people to share knowledge, stories and talents with the larger community.
- Provide Indigenous cultural awareness training for Calgary Public Library staff.

Please visit [calgarylibrary.ca/indigenous](http://calgarylibrary.ca/indigenous) for news, upcoming programs and events, links to resources, and original content.

