



CALGARY PUBLIC LIBRARY

# Board Meeting

5:30 PM, Wednesday, January 31, 2018  
2<sup>nd</sup> Floor Boardroom, Central Library





## Board Meeting

5:30 pm, Wednesday, January 31, 2018  
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<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 December 6, 2017 Board Meeting	...4
	B. Chair's Report	...10
<b>IV.</b>	<b>Business Arising (<u>20 minutes</u>)</b>	
	A. Business Arising from the Minutes	
	B. Advocacy Updates, including ALTA Report ( <u>5 minutes</u> )	...12
<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. Staff Engagement Survey Results	...26
	<i>Mr. Paul Lane, Director, Corporate Services</i>	<i>Information</i>
<b>VI.</b>	<b>Audit &amp; Finance Committee (<u>10 minutes</u>)</b>	
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	<i>Ms. Debra Giles, Committee Chair</i>	<i>Information</i>
	B. Controller's Report for the period ended December 31, 2017	...28
	<i>Ms. Elrose Klause, Controller</i>	<i>Information</i>
	C. 2018 Operating Budget	...38
	<i>Ms. Debra Giles, Committee Chair</i>	<i>Decision</i>
<b>VII.</b>	<b>Strategy &amp; Community Committee (20 minutes)</b>	
	A. Report of the December 5, 2017 Meeting	...44
	<i>Mr. Rob Macaulay, Committee Chair</i>	<i>Information</i>

B.	Results of 3 <sup>rd</sup> Quarter 2017 Strategic Scorecard <i>Mr. Rob Macaulay, Committee Chair</i>	...separate attachment <i>Information</i>
C.	Report of the January 9, 2018 Meeting <i>Mr. Rob Macaulay, Committee Chair</i>	...48 <i>Information</i>
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E.	Board Retreat <i>Mr. Rob Macaulay, Committee Chair</i>	...verbal <i>Information</i>
<b>VIII.</b>	<b>Governance Committee (15 minutes)</b>	
A.	Report of the December 13, 2017 Meeting <i>Ms. Shereen Samuels, Committee Chair</i>	...56 <i>Information</i>
B.	Results of CPL Board Effectiveness Survey 2017 <i>Ms. Shereen Samuels, Committee Chair</i>	...60 <i>Information</i>
C.	Report of the January 10, 2018 Meeting <i>Ms. Shereen Samuels, Committee Chair</i>	...74 <i>Information</i>
D.	Crisis Protocol Plan <i>Ms. Shereen Samuels, Committee Chair</i>	...76 <i>Information</i>
<b>IX.</b>	<b>Calgary Public Library Foundation Update (10 minutes)</b> <i>Mr. Avnish Mehta, CPL Board Representative</i>	...82 <i>Information</i>
<b>X.</b>	<b>New Central Library Liaison (5 minutes)</b>	
A.	Update on New Central Library Project <i>Councillor Evan Woolley and Ms. Debra Giles</i>	...verbal <i>Discussion</i>
<b>XI.</b>	<b>Other Business (5 minutes)</b>	
A.	Board Attendance at Alberta Library Conference (ALC) in Jasper, April 26-29 (2 minutes) <i>Ms. Janet Hutchinson, Chair</i>	...verbal <i>Decision</i>
<b>XII.</b>	<b>In-Camera Agenda</b>	Separate attachment
<b>XIII.</b>	<b>Adjournment</b>	

## **Treaty 7 Opening**

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

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



Report to the  
Calgary Public Library Board  
January 31, 2018  
**Chair's Report**

Dec 04	Network Nodes meeting - Edmonton
Dec 05	Strategy & Community Committee meeting CMLC holiday party
Dec 06	Meet with Shereen re: in-camera session Board meeting
Dec 08	Foundation Meeting with Sagium reps (investment professionals re: Library as donor potential)
Dec 12	Phone call with Anonymous Donor (Foundation) re: grant proposal
Dec 13	Governance Committee meeting
Jan 09	Strategy & Community Committee meeting
Jan 10	Governance Committee meeting Board Agenda meeting
Jan 16	CMLC media event re: café vendors
Jan 17	Meeting with Evan and Bill
Jan 23	Audit & Finance Committee meeting

Throughout December and January:

- Communications re: CEO Evaluation Survey
- 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  
January 31, 2018  
**Alberta Library Trustees Association (ALTA) Report**

**Highlights of the recent ALTA Meeting:**

1. Tanya Pollard is the new President of ALTA. She was elected by acclamation.
2. The Public Library Services Branch (PLSB) Symposium registration sold out in 24 hours. There are currently 152 registrants with 22 wait-listed.
3. The ALTA 2018 Budget was passed with no increases requested.
4. The Unification initiative has concluded with a decision that library associations will work together in a “federation” style, ensuring autonomy for all.

Judy Gray  
ALTA Representative



Report to the  
Calgary Public Library Board  
January 31, 2018  
**CEO's Report**

**GOVERNMENT RELATIONS**

On January 16<sup>th</sup>, it was announced that a partnership of Gareth Lukes of Lukes Drug Store and Eric Hendry of Model Milk and Bars Von Der Fel will provide the retail food and beverages at the New Central Library. This announcement illustrates how the partnership with the Library, City and Calgary Municipal Land Corporation functions. Last year a request for proposal was issued by CMLC on behalf of the Library and City of Calgary for a vendor. The City reviewed the criteria and agreed to the general terms of rent and tenant improvement allowances. CMLC brought in a retail expert who made sure that the offering was widely circulated. The Library identified other criteria and ultimately had the final decision on the vendor of choice. The first effort had several responses, but none fit the Library's criteria to have a unique offering that would make the retail a destination unto itself. So that process was put on hold and the library provided many possibilities of local vendors. The retail consultant followed up with those and other companies that might meet the criteria. Lukes came from a suggestion by Lisa Hardy who lives in Bridgeland and was aware of how Lukes was branching out into unique food and beverage offerings. From their proposal and a great initial meeting, it was clear that this partnership had a similar vision for the space and they also were enthusiastic in helping the library achieve the great experience for all Calgarians at the New Central Library. And so while the Library had the final choice, the City's representatives and the CMLC representatives enthusiastically supported the decision. It was a great team effort.

One of the reasons that the Louise Riley replacement project may get traction is that it could be done in conjunction with affordable Housing. The Library contacted Berndette Majdell of HomeSpace to talk about a number of projects including Sage Hill and Louise Riley. HomeSpace has financial support from the Resolve Campaign and the Provincial Government. Ms. Majdell thought that both projects would be of interest. The City's Urban Planning Department met with her and the Library and based on the interest of both parties and the support of the Councilor for that area, Druh Farrell, they submitted an Infrastructure Calgary proposal to develop a site plan for the Library, which would also include open space and the community association facility. While it did not make the cut in this round it will be considered in the next round of proposals.

The Sage Hill project is still in the hands of the City's Corporate Properties Division. Paul Lane and I met with the Director of Corporate Properties, Thomas Hansen. We expressed our concern about the time it was taking to move that project forward. We also had a good discussion of his Department's "learning" of how to do integrated facilities development. He thought that since this was the first such project and there were no set guidelines for such developments, it was naturally going to take longer. The good news is that that project is now in the hands of the part of his unit that will do the actual design of the site and the library.

We were delighted to host the Mayor's Holiday Storytime again this year on Sunday December 17. 150 people gathered around the Firetruck for this special event. There was hot chocolate and candy canes, special seasonal activities in the children's area, and a visit from Santa Claus himself. It was a great chance for families to celebrate the season and connect with the Mayor around reading and early literacy. Mayor Nenshi picked one of the books that we chose for the Storytime, Todd Parr's *Love the world*, for the Christmas edition of "Mayor Nenshi Reads" on

Youtube. So this wonderful book from our collection is getting more attention and the impact of this event is reverberating further than we could have imagined. Mayor Nenshi would like to continue doing Storytime's at libraries around the City and Lt. Governor Lois Mitchell has asked to do the same. We will let the Board know when those are scheduled.

My one year stint as co-chair of the Calgary Local Immigrant Partnership is over at the end of January. However, we are pleased that Library staff will be leading at least one of the working groups. The Partnership conducts

regular surveys of newcomers in Calgary. Typically, those who are associated with various settlement services organizations form the preponderance of the response. However, this year the survey got out to more of the newcomer population and it is a better reflection of the City's newcomer cohort. In that survey, 20% of the respondents cited the Library as the organization that they relied on to make connections and get information to assist in their relocation.

The budget for 2018 will be presented at the January Board meeting. We did learn in December that the regular operating budget was increased by 2.2%. On top of that we received 75% of the \$3.5 million that we requested for the New Central Library and 25% of the \$2 million for the operation of the Seton Library. We were pleased that the library fared so well in a tough budget year with the entire City coming out of significant downturn in the economy.

## OPERATIONS

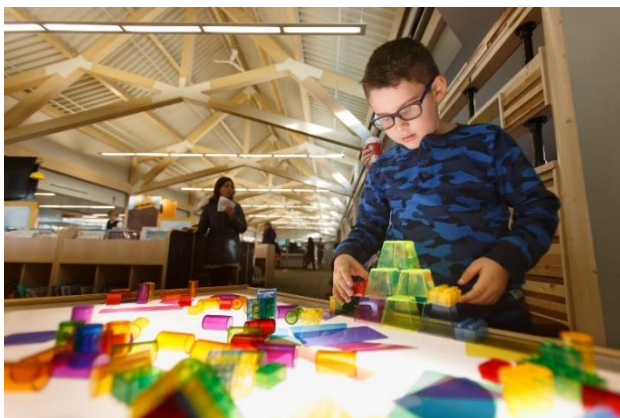
**Star Wars: The Library Strikes Back** drew over 3,000 fans to Central, Saddletowne and Shawnessy! Surprise and delight were everywhere as patrons got to play with robots, experience virtual reality, and pose with costumed members of the 501<sup>st</sup> Legion. This event also let us start building some partnerships with local AR/VR tech companies that hopefully pave the way for new opportunities to enrich programs and patron experiences at NCL.





A modest online ad budget was supported by a healthy earned media publicity blitz, which created over 62,000 impressions. The Facebook event listing had 565 event responses as well. The event was also highly successful on Twitter, with a potential reach of 250,000+. Traditional media coverage included ads in *Swerve Magazine/Calgary Herald* and significant earned media coverage on morning talk shows, radio, and print.

**Signal Hill's Early Learning Centre** officially opened on November 18<sup>th</sup>. The theme of the space: *Be a Builder* fills the space with a large number of interactive elements including sit-on cranes, and overhead gantry crane, dump truck Duplo table, giant sized ruler, a child-centered baby toddler cave space, flannel graphs, light table and cube, chalk boards, reading nooks, puppet theatre and custom-built stacking blocks built into brick and cinder block shapes which double as seating.





The **Crowfoot Library Early Learning Centre** opened on December 7<sup>th</sup>. The new space attracted a large crowd and visitors also had the chance to take part in a colossal playdate. The *Bird's Eye View* theme delighted visitors, child and adult alike with new activities including weaving boards, a bird house elevated play structure, interactive floor ramps, light table and cube, baby toddler nest with sensory elements, reading nooks, introverted nooks and reading cubes built into shelf ends, bird house puppet theatre, chalk boards, white boards and Duplo table. The opening event attracted large media attention from CBC, CTV, Global and a radio interview for 660 News. The project was our fourth and final early Learning Center which as promised to the Calgary Foundation was opened by the end of the year.



Year-end numbers in the Monthly Overview show strong growth in some areas, including a 13% increase in both programs offered in the Library and in the community, a 12% increase in website sessions, a 15% increase in social media followers, and a 74% increase in community room bookings. There was also the fantastic success of printing service at the Library: in 2017 patrons were able to complete over 1.9 million print jobs which was an increase of over 300,000 jobs the preceding calendar year. Next month we will include printing sessions in the Monthly Overview.

There was continued, but slower growth, in other areas, including a 2% increase in visits to the Library (totaling more than 6.7 million for the year) and a 5% increase in technology sessions (totaling more than 1.6 million wireless, desktop, and Chromebook logins).

The rate of growth of membership has slowed somewhat in 2017, as the Library gets closer to fully covering those audiences who are most likely to take up the offer of free Library membership

(e.g. students). The Library is planning for more robust membership growth in 2018, especially with the opening of New Central Library focusing so much positive attention on the Library in the coming year.

While e-resource growth continues as a result of more people opting for digital resources over physical resources, growth could be stronger. As a result, the Library is working to implement e-resource access for CCSD students in early 2018, implementing E-Resource Central (which will allow for a more seamless, federated search of Library databases), promoting digital collections more effectively, and adding compelling e-resources to the Library's collections such as the film database Kanopy.

While the circulation of physical items is continuing to decrease in public libraries, the Library's work to curate collections has meant increased usage of high profile collections for kids and adults.

#### J Fiction Themes compared to Picture Books

- J Themes: ABC123, Animals, Dinosaurs, Princesses, Things That Go: 60% checked out
- Z Picture books: 43% checked out

#### J Nonfiction Themes compared to all J Nonfiction

- JNF Themes: Facts, Tales, Animals, Science, Make-it, World: 65% checked out
- Juvenile nonfiction books: 32% checked out

#### Library Express compared to Adult Nonfiction

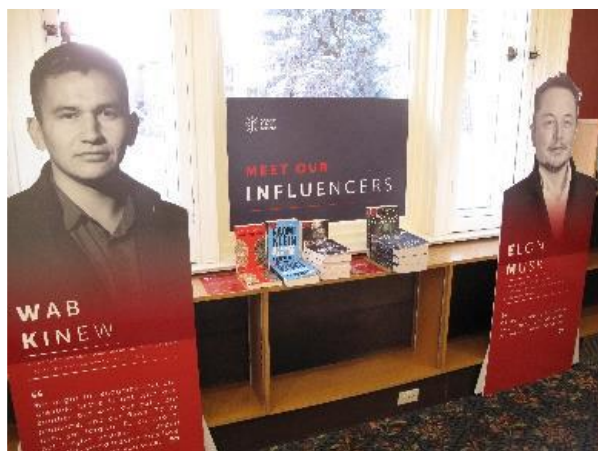
- Library Express, Adult nonfiction themes: Home, Work, Wellness, Leisure, World, Current, Biography: 34% checked out
- Adult nonfiction books: 26% checked out

#### Adult Paperbacks and We Recommend compared to Adult Fiction

- Adult Paperback collection: 64% checked out
- We Recommend: People, Place, Plot, Prose: 61% checked out
- Adult fiction books: 21% checked out



Memorial Park Library recently launched a new and exciting service to patrons: *bonus holds*. A trial for New Central Library, Memorial Park Library staff identify books and resources that patrons may enjoy based upon their original hold choices. The staff member places the patron's literary "treat" in a locker assigned to that patron's hold. When the patron picks up their original hold, they find the key that opens their locker and they can then choose to accept or reject their bonus hold. Officially, all bonus holds are selected by "Captain Carnegie", a remarkably well-read monkey.



Memorial Park Library has also been trialing other new services for New Central Library, including *The Influencers*—a display which prominently features books recommended by influential persons. In December, we received two new Influencers: Elon Musk and Wab Kinew. Patrons are now enjoying popular titles such as *The Ultimate Hitchhiker's Guide to the Galaxy* by Douglas Adams, *The Autobiography of Malcolm X*, and *Superintelligence* by Nick Bostrom. Musk's books are really flying off the shelves. *Zero to One* and *Superintelligence* were gone within days.

## OTHER

The Staff Recognition Event at the end of November was again MC'd by Avnish Mehta. The staff dressed in literary figure costumes and many staff members were recognized for significant achievements. **Lynne Kleingertner** was awarded the **Unheralded Wonder** award at this year's KUDOS Live event. Quote from her nomination:

"Lynne serves as a role model for diligence, work ethic and respect for others ... As an employee, Lynne is responsible and reliable, knowledgeable, positive, enthusiastic, committed and loyal ...

Smart, caring and compassionate, a great sense of humour, kind, generous, professional, and respectful. She exemplifies leadership, excellent communication, confidentiality, and great people skills.



**Patrick Mealey** was nominated for the **Ray of Sunshine** award and **Carol Schwartz** was nominated for the **Unheralded Wonder** award.

**Carolyn Reicher** received notice that she has been awarded the **Meritorious Service Cross (M.S.C.)** from the Governor General for co-founding the charitable organization, *Canadian Women for Women in Afghanistan* ([www.cw4safghan.ca](http://www.cw4safghan.ca)) in 1998 – an organization focussed on advancing education and educational opportunities for Afghan women and their families. The Meritorious Service Cross, Civil Division, recognizes a deed or an activity that has been "performed in an outstandingly professional manner, or with uncommonly high standards; the activity is often innovative, sets an example for others to follow, improves the quality of life of a community and brings considerable benefit or honour to Canada." The award is one of the very highest distinctions an individual in Canada can receive.





Also at that event we bade farewell to Rhena Oake who served for 11 years as the CUPE Local 1169 President. We also welcomed and congratulated Elsa Gee on her election to replace Rhena. For almost 20 years, Elsa has been a strong and constructive presence as a Library Supervisor in Central Support Services, promoting positive change and supporting her team.

The Calgary Public Library Foundation's Windows of Opportunity campaign launched in November 2017. To support the campaign, and to increase awareness about the New Central Library, the Library with funding from the Foundation contracted Corkscrew video to create a campaign video to drive traffic to the Foundation's website and encourage donations while increasing awareness of New Central Library. The video was also promoted with paid social media



The Foundation ended the year with a strong showing with more revenue than budgeted and less expense than predicted. Their report will be given at the January Board meeting.

Bill Ptacek  
CEO



Date

Year

2017

Month

November

Monthly Community Library Results

November

Location	New Members		Visits		Circulation (Physical Items)		Computer Sessions		Chromebook Sessions		Wireless Sessions		Holds Filled (daily average)		Programs in the Library		Programs in the Community	
	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017
Alexander Calhoun	299	278	16,216	17,034	32,984	29,271	1,974	1,747	243	208	1,797	1,351	292	276	86	79	8	8
Bowness	177	175	8,627	7,714	15,274	12,494	1,424	1,389	95	190	670	615	98	101	42	41	7	4
Central	1,844	1,537	100,311	95,250	56,757	48,602	18,185	17,339	2,225	2,505	8,635	6,246	474	512	231	229	46	49
Country Hills	556	469	41,301	34,000	58,069	46,563	4,041	3,670	176	427	4,658	3,099	382	367	85	92	2	9
Crowfoot	763	622	46,246	39,360	97,655	77,236	4,808	3,243	771	570	6,948	4,169	728	722	123	118	19	21
Fish Creek	775	633	42,156	40,430	77,029	68,022	4,352	4,294	509	591	4,873	3,692	589	583	133	115	14	12
Forest Lawn	365	364	15,166	17,428	23,161	18,192	4,893	4,085	594	488	2,284	1,725	133	133	83	99	75	94
Judith Umbach	290	246	23,141	19,479	34,884	28,245	3,456	3,205	492	727	2,468	1,888	256	272	72	78	15	20
Louise Riley	274	277	30,753	26,424	43,480	37,936	3,013	3,183	746	778	2,499	2,182	423	423	73	60	12	22
Memorial Park	149	169	9,499	12,122	10,571	10,753	1,610	0		963	1,042	869	133	133	25	49	1	2
Nicholls Family	344	257	17,326	18,146	17,889	16,875	1,395	1,332	994	1,480	2,700	1,969	138	145	40	43	12	2
Nose Hill	285	334	19,461	33,841	52,367	49,660	710	3,167	557	628	1,269	2,353	446	425	57	80	13	5
Quarry Park	342	268	21,339	21,695	24,034	24,360	1,630	1,761	152	183	1,536	1,049	121	138	51	47	6	7
Saddletowne	682	637	45,593	49,648	28,787	23,034	6,359	6,228	1,836	2,646	3,670	3,112	130	116	84	85	8	4
Sage Hill	1	123		4,371		7,143				283		293		21		37		1
Shawnessy	666	615	46,854	44,000	65,220	56,007	4,860	4,662	876	639	5,131	3,431	574	537	104	97	21	19
Signal Hill	423	408	37,248	35,254	68,929	62,309	3,141	2,935	275	294	2,763	1,864	544	545	105	107		8
Southwood	252	228	16,279	14,244	31,075	25,446	1,865	1,679	238	253	1,262	988	314	296	83	55	9	22
Village Square	498	470	40,635	38,764	32,941	26,290	4,328	4,140	1,607	2,450	3,311	2,222	176	155	112	92	39	56
	8,985	8,110	578,151	569,204	771,106	668,438	72,044	68,059	12,386	16,303	57,516	43,117	5,951	5,900	1,589	1,603	307	365

Date

Year

2017

Month

December

Monthly Community Library Results

December

Location	New Members		Visits		Circulation (Physical Items)		Computer Sessions		Chromebook Sessions		Wireless Sessions		Holds Filled (daily average)		Programs in the Library		Programs in the Community	
	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017
Alexander Calhoun	238	210	14,219	14,435	26,807	23,894	1,524	1,488	179	214	1,247	1,290	270	251	53	50	5	10
Bowness	117	113	6,144	6,440	11,882	9,883	1,108	1,123	66	273	548	597	88	91	23	24	1	2
Central	1,427	1,121	77,092	115,160	47,812	42,090	15,659	17,638	1,848	2,067	6,832	6,085	417	454	137	156	34	18
Country Hills	468	354	33,404	28,000	48,889	37,074	3,131	3,022	138	359	3,399	3,130	356	304	41	56	4	10
Crowfoot	567	547	36,487	39,000	79,813	68,968	3,677	3,011	462	322	5,232	4,222	651	673	90	80	9	3
Fish Creek	506	490	33,236	33,096	64,478	55,546	3,358	3,262	278	438	3,634	3,757	506	519	79	72	13	9
Forest Lawn	278	278	13,233	15,015	18,407	15,605	3,588	3,958	397	484	1,546	1,993	125	119	45	55	37	48
Judith Umbach	204	237	17,372	16,077	28,925	23,140	2,906	2,846	329	530	1,791	1,975	249	221	50	62	17	8
Louise Riley	217	207	25,183	21,704	37,300	31,347	2,534	2,565	503	590	1,820	2,070	390	393	39	43	2	4
Memorial Park	121	138	7,111	9,630	9,405	9,417	1,268	0		783	667	807	139	127	10	18	2	1
Nicholls Family	250	197	14,980	13,965	14,255	12,940	1,202	1,212	583	977	1,775	1,696	128	122	16	21	1	
Nose Hill	278	279	25,043	28,308	47,805	43,070	1,968	2,771	304	476	1,569	2,410	423	399	44	47	1	
Quarry Park	249	215	15,482	16,515	18,000	18,254	1,115	1,461	86	141	1,075	1,295	103	111	32	25	7	2
Saddletowne	416	447	36,086	42,840	24,609	20,063	5,193	5,462	1,251	2,207	2,983	3,268	121	108	54	52	6	6
Sage Hill	2	100		3,798		6,298				219		200		18		25		
Shawnessy	496	489	39,032	37,703	54,731	45,429	3,777	3,663	602	619	3,935	3,263	518	453	67	67	18	7
Signal Hill	403	345	29,261	30,259	57,742	52,629	2,390	2,416	168	235	2,029	1,932	519	525	64	63	2	1
Southwood	162	175	12,808	11,888	26,955	21,606	1,572	1,508	168	168	887	793	305	264	60	45	5	4
Village Square	323	350	28,486	29,798	26,498	21,368	3,394	3,463	1,020	1,839	2,234	2,186	162	154	58	54	14	32
	6,722	6,292	464,659	513,631	644,313	558,621	59,364	60,869	8,382	12,941	43,203	42,969	5,470	5,306	962	1,015	178	165

Date								Library Space								Access to Technology											
Year 2017								Visits								Total technology sessions											
Month November																											
New Members								Room bookings								...computer sessions											
Nov	2017	8,110	-10%	YTD	2017	105,225	-4%	Nov	2017	402	33%	YTD	2017	5,094	81%	Nov	2017	68,059	-6%	YTD	2017	786,547	-3%				
	2016	8,985			2016	109,321			2016	302			2016	2,820			2016	72,044			2016	813,204					
Active Members								Collections								...chromebook sessions											
Nov	2017	626,595							Nov	2017	32,550	72%	YTD	2017	265,980	19%	Nov	2017	16,303	32%	YTD	2017	155,172	87%			
			2016	18,961	2016	223,824	2016	12,386		2016	83,106																
Programs & Outreach								Physical items acquired								...wireless sessions											
Programs								Physical collection size								...print, copy & scan jobs											
Nov	2017	1,603	1%	YTD	2017	14,412	14%	Nov	2017	1,439,835	-2%					Nov	2017	163,772	8%	YTD	2017	1,784,103	23%				
	2016	1,590			2016	12,643			2016	1,463,902							2016	152,242			2016	1,452,015					
...in the library								Expenditure on physical items								Website, Catalogue & Social Media Followers											
Nov	2017	406	12%	YTD	2017	4,085	14%	Nov	2017	598,200	64%	YTD	2017	4,779,160	12%	Website sessions											
	2016	361			2016	3,587			2016	4,265,496			2016	4,779,160		Nov	2017	655,384	10%	YTD	2017	7,482,409	12%				
...for adults, seniors or all ages								Total expenditure									Catalogue sessions										
Nov	2017	629	-6%	YTD	2017	6,029	13%	Nov	2017	717,181	38%	YTD	2017	7,548,981	11%	Nov	2017	418,228	-4%	YTD	2017	4,726,649	-4%				
	2016	672			2016	5,326			2016	519,088			2016	6,786,595			2016	436,516			2016	4,898,405					
...for kids & teens								Circulation								Social media followers											
Nov	2017	1,380	8%	YTD	2017	12,468	14%	Total Checkouts								Facebook, Twitter, Instagram & LinkedIn											
	2016	1,279			2016	10,904		Nov	2017	1,178,908	-8%	YTD	2017	13,531,789	-8%	Nov	2017	37,969	15%	Holds							
Total number of programs									...physical items								Active holds								Members with active holds		
Nov	2017	2,009	3%	YTD	2017	18,497	14%	Nov	2017	974,608	-11%	YTD	2017	11,244,496	-10%	Nov	2017	233,550	6%	YTD	2017	45,069	7%				
	2016	1,951			2016	16,230			2016	1,093,319			2016	12,434,752			2016	33,143			2016	42,011					
Program participants								...digital items																			
Nov	2017	36,398	-5%	YTD	2017	365,584	0%	Nov	2017	204,300	5%	YTD	2017	2,287,293	2%												
	2016	38,281			2016	364,832			2016	193,908			2016	2,239,911													

Date								Library Space								Access to Technology																		
Year 2017								Visits								Total technology sessions																		
Month December																																		
New Members								Room bookings								...computer sessions																		
Dec	2017	6,292	-6%	YTD	2017	111,517	-4%	Dec	2017	349	15%	YTD	2017	5,443	74%	Dec	2017	60,869	3%	YTD	2017	847,416	-3%											
	2016	6,722			2016	116,043			2016	304			2016	3,124			2016	59,364			2016	872,568												
Active Members								Collections								...chromebook sessions																		
Dec	2017	628,236						Dec	2017	11,493	15%	YTD	2017	277,473	19%	Dec	2017	12,941	54%	YTD	2017	168,113	84%											
									2016	10,029			2016	233,853			2016	8,382			2016	91,488												
Programs & Outreach								Physical items acquired								...wireless sessions																		
Programs								Physical collection size								...print, copy & scan jobs																		
...in the library																																		
Dec	2017	1,015	6%	YTD	2017	15,427	13%	Dec	2017	1,423,641	-1%					Dec	2017	132,569	12%	YTD	2017	1,916,672	22%											
	2016	962			2016	13,605			2016	1,441,190							2016	117,940			2016	1,569,955												
...in the community								Expenditure on physical items								Website, Catalogue & Social Media Followers																		
Dec	2017	193	-1%	YTD	2017	4,278	13%	Dec	2017	211,997	-17%	YTD	2017	4,991,157	10%	Website sessions																		
	2016	194			2016	3,781			2016	255,759			2016	4,521,255																				
...for adults, seniors or all ages								Total expenditure								Catalogue sessions																		
Dec	2017	365	-8%	YTD	2017	6,394	12%	Dec	2017	326,814	-8%	YTD	2017	7,875,795	10%	Dec	2017	597,337	12%	YTD	2017	8,079,746	12%											
	2016	397			2016	5,723			2016	354,247			2016	7,140,842			2016	535,710			2016	7,235,217												
...for kids & teens								Circulation								Social media followers																		
								Total Checkouts																										
Dec	2017	843	11%	YTD	2017	13,311	14%	Dec	2017	1,073,869	-7%	YTD	2017	14,605,658	-8%	Dec	2017	386,818	-6%	YTD	2017	5,113,467	-4%											
	2016	759			2016	11,663			2016	1,160,026			2016	15,834,689			2016	412,218			2016	5,310,623												
Total number of programs								...physical items								Facebook, Twitter, Instagram & LinkedIn																		
Dec	2017	1,208	4%	YTD	2017	19,705	13%	Dec	2017	864,610	-10%	YTD	2017	12,109,106	-10%																			
	2016	1,156			2016	17,386			2016	962,049			2016	13,396,801																				
Program participants								...digital items								Holds																		
Dec	2017	19,794	19%	YTD	2017	385,378	1%	Dec	2017	209,259	6%	YTD	2017	2,496,552	2%	Active holds				Members with active holds														
	2016	16,612			2016	381,444			2016	197,977			2016	2,437,888		Dec	2017	221,984	1%	YTD	2017	43,906	6%											
																	2016	2016		41,469														

Report to the  
Calgary Public Library Board  
January 31, 2018  
**2017 Staff Engagement Survey Results**

**I. PURPOSE**

The purpose of this report is to inform the Calgary Public Library Board of the results of the staff engagement survey undertaken in the fall of 2017.

**II. BACKGROUND**

The Library contracts with TalentMap, (talentmap.com) to undertake an employee engagement survey on its behalf every 18 months. TalentMap is based in Ottawa and has a wide range of clients on both sides of the border. Of particular value to Library Administration is their ability to provide benchmark data from similar kinds of organizations. Specifically, a public-sector benchmark that is predominantly municipally focused.

Administration has run the same set of questions three times; in October 2014, April 2016 and November 2017 in order to maximize comparability.

**III. RESULTS**

76% of all regular and substitute employees participated in the survey, well above the public-sector benchmark of 60%.

Overall engagement was assessed at 78% favourable, an increase from 75% in 2016 and 70% in 2014. Overall engagement is evaluated using responses to 6 specific questions. The percentage of staff answering favourably increased on all 6 questions and is above the benchmark on 5 of the 6 questions.

Administration is continuing with efforts to improve communication and information sharing, and to increase opportunities for learning, development and career advancement – the areas that continue to be identified as needing improvement.

**IV. RECOMMENDATION**

That the Calgary Public Library Board receive the report, *2017 Staff Engagement Survey Results*, for information.

Paul Lane  
Director Corporate Services





Report to the  
Calgary Public Library Board  
Audit & Finance Committee  
January 23, 2018

**Controller's Report for the year ended December 31, 2017**

The information included in the attached reports may be subject to change upon completion of the year end audit. There are no major changes anticipated. Any adjustments will be brought to the Committee's attention at the March 22, 2018 meeting.

The indicative unaudited financial statements for the Calgary Public Library Board for the year ended December 31, 2017 are appended to this report for information. The statements are being presented in the modified accrual format only, which is the same basis that has been used historically by the Library. While they do reflect the balance sheet asset write down of all assets that have been transferred, disposed of or written off, conversion to full accrual will only occur after year end, when restatement of some of the collection expenditures and recognition of depreciation as an expense occurs.

**A. EXECUTIVE SUMMARY**

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

- Key Financial Indicators
- Financial Operating Funds Dashboard
- Capital Spending Dashboard
- Statement of Financial Position
- Statement of Financial Activities - Operating Fund (with comparison to budget)
- 2017 Capital Spending Profile Report – Year End

Based on information at January 19 there is an addition of \$192,266 to the opening fund balance producing a closing fund balance of \$386,230. Further explanations of the revenue and expenditure areas that made up that variance will be summarized in sections C and D and in the Detailed Operating Fund Review of Year End Variances.

**B. STATEMENT OF FINANCIAL POSITION**

Working capital is favourable.

**C. REVENUES**

Revenues are \$1,151,928 favourable at the end of the year.

**Line 4 – City of Calgary - \$29,573F at December 31 and \$20,836F at September 30**

This represents insurance funding for several minor building and vehicle claims in 2017. Matching expenditures are included in building and equipment expense.

**Line 8 – Province of Alberta - \$27,182F at December 31 and \$38,466F at September 30**

The Provincial Government increased the 2017 per capita grant and On-reserve funding.

**Line 9 – Federal Government - \$148,509 at December 31 and \$95,269F at September 30**

IRCC contract extended adding 9 months additional funding. Also includes a small grant for summer students.

**Line 12 – Fines - \$31,566U at December 31 and \$2,397F at September 30**

Fines are lower than the budgeted target, and continue to decline year over year. A decrease has been built into the 2018 budget.

**Line 19 – Investment and other revenue - \$148,316F at December 31 and \$68,686F at September 30**

Printing is higher than the budgeted target due to increased printing by patrons and a recognition of deferred revenue from previous years which patrons have not used.

**Line 20 – Grants and sponsorships - \$829,904F at December 31 and \$232,859 at September 30**

Increased restricted grant from the Foundation.

**D. EXPENDITURES**

Expenditures are \$1,213,197 unfavorable for the year end.

**Line 27 – Salaries and employee benefits - \$140,044U at December 31 and \$155,520U at September 30**

The unfavorable variance is mainly matched to the use of the unbudgeted revenue from IRCC and the Foundation.

**Line 30 – Collections - \$82,101U at December 31 and \$119,986F at September 30**

Variance is also due to an additional grant from the Foundation which was not part of the original budget.

**Line 46 – General operating - \$88,395F at December 31 and \$328,798F at September 30**

This category includes many variances. See the Detailed Operating Fund Review of Year End Variances for full details

**Line 52 – Building and Equipment - \$1,133,278U at December 31 and \$356,267U at September 30**

This category includes many variances. See the Detailed Operating Fund Review of Year End Variances for full details.

**Line 65 – Occupancy Costs - \$53,832F at December 31 and \$49,992F at September 30**

Sage Hill occupancy delayed. Savings used to fund additional fit up costs at Sage Hill.

**E. RECOMMENDATION**

That the Audit & Finance Committee recommend that the Calgary Public Library Board receive the Controller's Report and the Calgary Public Library Board's financial statements and reserve reports for the period ended December 31, 2017.

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

## Calgary Public Library Board For the Period Ended December 31, 2017

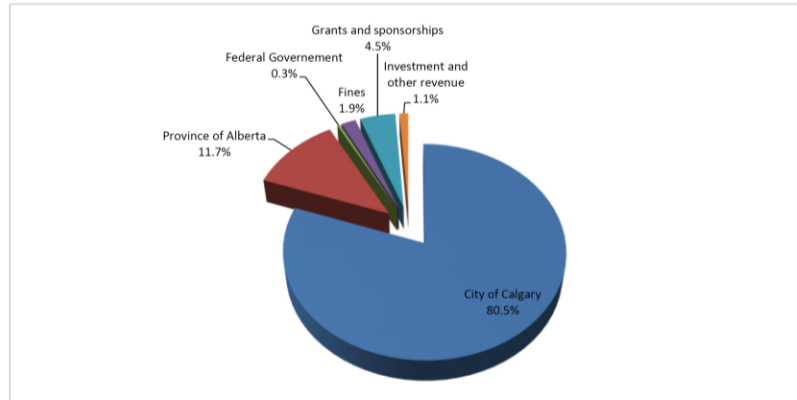
### December 2017 Key Financial Indicators

Financial Snapshot			
	Budget YTD	Projected Actual YTD	Variance YTD
<b>Operating Revenue</b>	57,585,627	58,737,555	1,151,928
<b>Operating Expenditures</b>	57,357,092	58,570,289	(1,213,197)
<b>Excess / Deficit Operating Fund</b> (Before loans repaid and contribution to reserves and Other contributions)	228,535	167,266	(61,269)
<b>Capital Reserve Balance</b>		1,630,625	
<b>Operating Reserve Balance</b>		386,230	

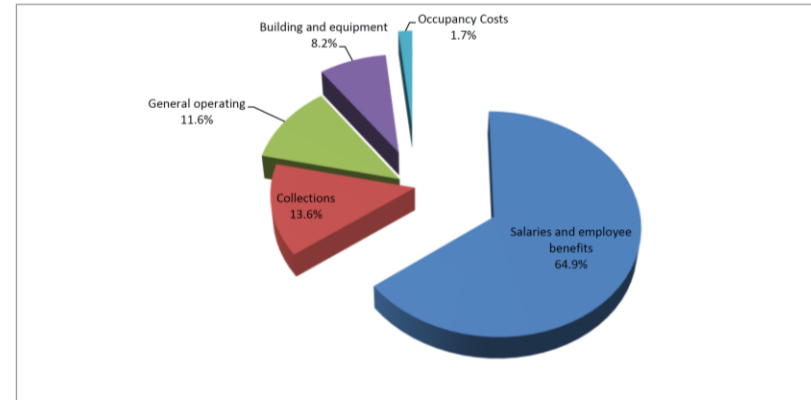


## Financial Dashboard

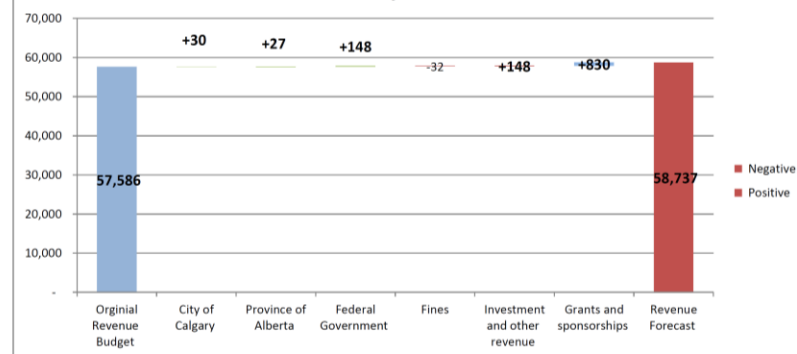
Revenues % by Category (Actual at the end of December 2017)



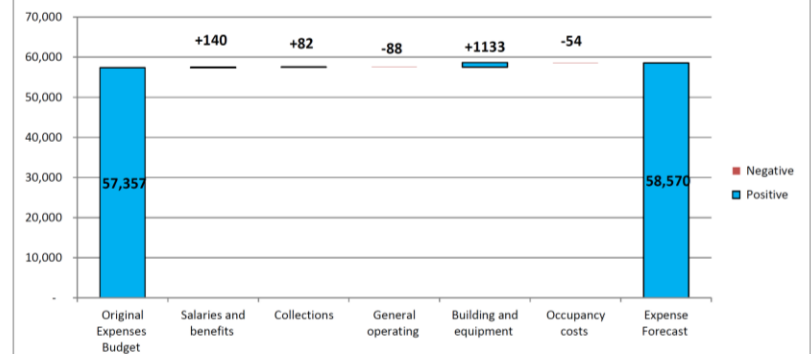
Expenses % by Category (Actual at the end of December 2017)



Revenue Projected Actual ('000)



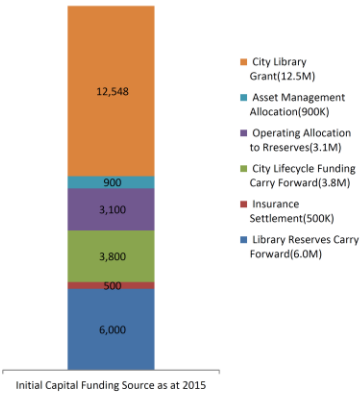
Expense Projected Actual ('000)



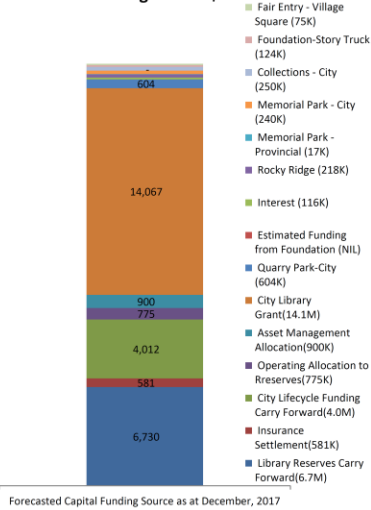
Updated for the month ended December 2017

### Capital Spending and Funds Dashboard

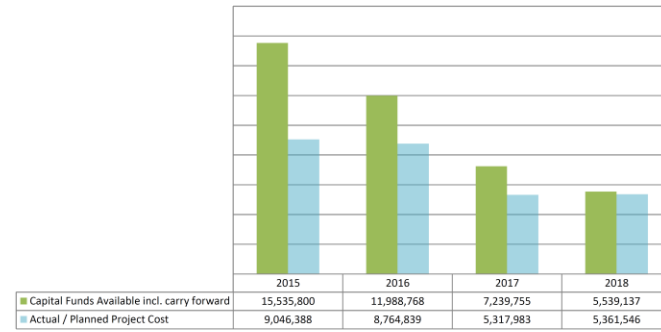
**Initial Funding Source \$26.8M**



**Forecast Funding Source \$28.7M**

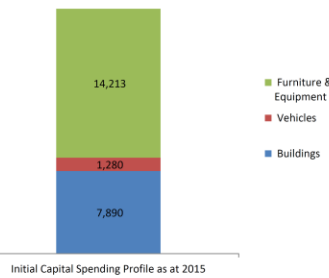


**Capital Funds Available December 2017**

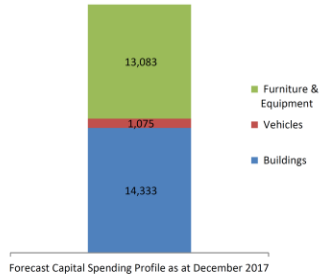


	2015	2016	2017	2018
Forecasted Funds Remaining	6,489,413	3,223,930	1,921,772	177,591

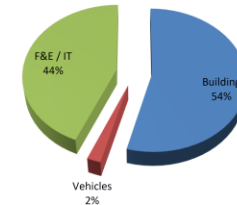
**Initial Spending Profile \$23.4M**



**Forecast Spending Profile \$28.5M**



**Capital Categories Per 2017 Project Plan**



**2017 Capital Status**



**THE CALGARY PUBLIC LIBRARY BOARD**  
**Statement of Financial Position**  
**As at December 31, 2017**

	<b>2017 TOTAL \$</b>	<b>2016 TOTAL \$</b>
<b>FINANCIAL ASSETS</b>		
Cash and Cash Equivalents	3,373,197	1,600,190
Accounts receivable	1,831,617	1,976,743
Prepaid expenses	2,020,845	2,468,651
Interfund balances	-	-
	<b>7,225,659</b>	<b>6,045,583</b>
<b>PHYSICAL ASSETS</b>		
Capital assets	65,583,608	63,624,976
Inventory	36,095	43,224
	<b>65,619,703</b>	<b>63,668,201</b>
	<b>72,845,362</b>	<b>69,713,783</b>
<b>LIABILITIES</b>		
Accounts payable and accrued liabilities	5,244,900	4,067,567
<b>LIBRARY POSITION</b>		
Equity in capital assets	65,583,607	63,624,976
Fund balances	2,016,855	2,021,241
	<b>72,845,362</b>	<b>69,713,783</b>
<b>Working Capital</b>	<b>1,980,759</b>	<b>1,978,016</b>





**THE CALGARY PUBLIC LIBRARY BOARD**  
**Statement of Financial Activities - Operating Fund**  
**For the Period Ended December 31, 2017**

	Projected Actual	Budget	Budget	Total	
	YTD	YTD	Variance	BUDGET	Comments
	\$	\$	YTD	\$	(Favorable: F / Unfavorable: U)
			\$		
<b>REVENUES</b>					
4 City of Calgary	47,263,020	47,233,447	29,573	47,233,447	F - Insurance claims
8 Province of Alberta	6,867,587	6,840,405	27,182	6,840,405	F - Per Capita increase being funded, Summer Students
9 Federal Government	204,638	56,129	148,509	56,129	F - 9 months Federal funding contract extended; Non-IRCC summer students \$8,336
12 Fines	1,105,944	1,137,500	(31,556)	1,137,500	U
17 Investment and other revenue	650,437	502,121	148,316	502,121	F - Printing - increased usage, recognized more prepaid
20 Grants and sponsorships					
Grants and sponsorships - restricted	2,045,929	1,216,025	829,904	1,216,025	F - Increased restricted grant from the Foundation (326K Deferred to 2018)
Grants and sponsorships - unrestricted	600,000	600,000	-	600,000	
	2,645,929	1,816,025	829,904	1,816,025	
21 Total revenues	58,737,555	57,585,627	1,151,928	57,585,627	F
<b>EXPENDITURES</b>					
27 Salaries and employee benefits	38,020,325	37,880,281	(140,044)	37,880,281	U - Federal IRCC program (66K). RFFs (23.9K) Gapping not met (50K)
30 Collections	7,976,747	7,894,646	(82,101)	7,894,646	U - New library initial collections (\$25K) & grant from the Foundation (\$48K)
46 General operating	6,789,778	6,878,173	88,395	6,878,173	F - Deferring 251K restricted fund expenses to 2018. Increased programming expense due to additional Foundation grant. Also realized savings from Sage Hill Library fit up cost (\$25K)
52 Building and equipment	4,790,876	3,657,598	(1,133,278)	3,657,598	U - Sage Hill Library fit up (\$250K), Snow removal, Cleaning contract for additional work(150K) Forest Lawn Play Space (50K). Additional grant from Foundation (650K).
65 Occupancy Costs	992,562	1,046,395	53,832	1,046,395	F - Sage Hill occupancy saving
66 Total expenditures	58,570,289	57,357,092	(1,213,197)	57,357,092	U
<b>REVENUES IN EXCESS OF (LESS THAN) EXPENDITURES BEFORE THE FOLLOWING:</b>	167,266	228,535	(61,269)	228,535	U
Operating reserve for new libraries	-	-	-	(197,500)	F - Sage Hill fit up
Contributios from capital reserve to operating	250,000			-	
Contributions to asset management reserve	(225,000)	(422,500)	(197,500)	(225,000)	
<b>CHANGE IN FUND BALANCES AND CAPITAL RESERVES</b>	192,266	(193,965)	(258,769)	(193,964)	U
<b>OPENING FUND BALANCE</b>	193,964			193,964	
<b>ALLOCATION OF PRIOR YEAR SURPLUS</b>	-			-	
<b>CLOSING FUND BALANCES</b>	386,230			(0)	F

Capital Expenditure Forecast			11-Jan-18		Attachment : Updated Capital Expenditure Forecast				
Asset Class	Program Name	Program Detail	2017 Budget	Executed in 2017	Committed in 2017	2017 Total Executed and Committed for Year End	2017 Deferred and Committed (Not Goods Received) Carried Over	Original Budget for 2018	2018 Planned Expenditures
Buildings Sub-Total			4,562,544	2,436,498	439,288	2,875,786	2,151,904	466,000	2,776,904
Vehicles Sub-Total			182,681	181,134	175,494	356,628	175,494	115,000	245,770
Furniture & Equipment Sub-Total			3,671,631	2,700,351	468,154	3,168,505	1,316,269	1,075,000	2,338,872
Furniture & Equipment Only			2,092,126	1,167,632	99,906	1,267,539		210,000	
IT Only			1,579,505	1,532,719	368,248	1,900,967		865,000	
Grand Total Planned Expenditures			8,416,856	5,317,983	1,082,936	6,400,919	3,643,667	1,656,000	5,361,546

Four year total

Cash Required	Carry Forward from prior year								
	Assumed Completion Rate		0.90						1.00
	Cash Required		7,575,171	5,317,983					5,361,546
	Projects to Carry Forward to next year		841,686						-
	Opening Balance Capital Reserve			1,827,277					1,880,625
Cash Available	Carry Forward Library Reserves		1,827,277						
	Insurance Settlement		-					-	-
	Previous Carry Forward Lifecycle Funding		1,347,930	1,347,930					786,311
	Allocation from Operating		-					-	-
	Asset Management Allocation		225,000	225,000					225,000
	Lifecycle Funding		4,037,000	3,320,196					2,237,000
	Quarry Park City Funding		35,761	-					Note 1
	Rocky Ridge City Funding			218,428					18,189 Note 1
	Seton City Funding								142,037
	NCL equipment City Funding								70,000
	Memorial Park Funding - Provincial Grant			17,300					-
	Memorial Park Funding - City Lfecycle Fudning			21,025					218,975
	City Funding - To fund Collections			250,000			(250,000)		(250,000)
	Interest earned & forecasted		12,000	12,599					12,000
	Unconfirmed funding for Memorial exterior fr		150,000						
	Story Truck Funding from Foundation								124,000
	Fair entry recovery - Village Square								75,000
Total Funds Available			7,634,968	7,239,755				-	5,539,137
Surplus of Cash Available over Required			59,797	1,921,772				-	177,591

Note 1:

Remaining Quarry Park Funding	10,229	10,229
Remaining Rocky Ridge Funding	316,572	316,572

Report to the  
Calgary Public Library Board  
Audit and Finance Committee  
January 23, 2018  
**2018 Operating Budget**

**I. PURPOSE**

This report to the Calgary Public Library Audit Committee is to review the recommended operating budget for 2018.

**II. BACKGROUND and PREVIOUS DIRECTION**

The operating budget for 2018 continues to address strategies identified in the Strategic Plan for 2015 – 2018 and to meet The City's directions on the Action Plan 2015 -2018.

Annually the Calgary Public Library prepares an operating budget for review and approval by the Calgary Public Library Board. Historically the budget was presented for Board approval in September of each year. This changed significantly with the adoption by the City of Calgary of multiple year budget cycles.

A budget was prepared in 2014 for the 2015 – 2018 budget cycle, which was approved by the Calgary Public Library Board on June 24, 2014. However, significant adjustments, which are cumulative, require the approval of an operating budget each year during the 2015 – 2018 budget cycle.

The 2018 budget is being presented in this report to guide the Library in managing revenue and expenses during the current year.

Since the creation of an Audit and Finance Committee the review is performed by the committee and a recommendation is presented to the Board by the committee.

The 2018 operating budget is presented in Attachment 2. High lights of the proposed budget follow.

**The City of Calgary will continue to be the Library's largest source of revenue during 2018.** 2018 is the final year of The City of Calgary's 2015 – 2018 budget cycle. Attachment 1 is an email providing a DRAFT value for the City's funding of the Library in 2018. The 2018 funding is a combination of a 2.5% increase on the 2017 base plus additional prorated funding for openings of the New Central Library and Seton later in 2018. The only conditional funding in the City's grant is an annual contribution of \$225 thousand to augment Asset Management funding within the Replacement Reserve. The Calgary Public Library is expected to cover any inflationary or contractual expenses (including salary increases) with the annual increase or through other sources of funding.

**Other funding changes are incorporated into the budget as presented.** Provincial library grant revenue is at 2017 levels. Federal funding for the Settlement Services program is budgeted for the full year. Other revenue items have been based on 2017 actual experience to create estimates for 2018. The Foundation grant is based on a listing of donor funds that it can grant the Library in 2018. As additional donors present themselves in 2018 revenue and matching expenses increases will be highlighted in quarterly financial reports.

**2018 expenses have been carefully examined and updated to reflect the funds available, and the strategic plan priorities of the Library, including the increase to the hours the Library will be open to Library patrons.** All contractual and inflationary increases have been included and estimates carefully updated. Salaries continue to be the primary expense. Other expenses have been carefully monitored.

### **Accumulated Surplus**

The estimated accumulated surplus at 2017 year end will create a contingency for additional expenditures that will be required in 2018. Information on these will be provided during the year.

### **Other**

Capital funding is not addressed in this report. The Board approved a four year plan in January of 2015, which is still guiding the capital work of the Library. A financial update is part of the Preliminary Year End Financial Review.

## **III. IMPLICATIONS FOR CPL'S STRATEGIC PLAN and BUDGET & RISK ASSESSMENT**

The budget is created to address CPL's strategic plan. Approval is required to ensure the Board is fully informed of and approves the operating budget plan for 2018.

Risk is present in all budget documents due to the many estimates present in budget preparation. However, commitments and contracts provide significant assurance that the budget is an accurate road map, and variances can be readily dealt with.

Other risk is present because of the funding commitment made by the Calgary Public Library Foundation to fund part of the operating budget. The donation, grants and sponsorship revenue line is based on amounts the Foundation is confident it can deliver from known and dedicated commitments by donors and from our contract with Immigration Canada. Any additional funding will be highlighted in financial reporting to the Audit and Finance Committee.

## **IV. CONCLUSION**

In line with budget information provided by The City, and the changes that respond directly to the Strategies in the 2015-2018 Strategic Plan, the Calgary Public Library is presenting a 2018 operating budget as summarized in Attachment 2. The budget is balanced.

## **VI. RECOMMENDATION**

That the Calgary Public Library Board's Audit and Finance Committee recommend that the Calgary Public Library Board approve the 2018 Operating Budget as presented in Attachment 2.

Elrose J Klause, CMA  
Controller & Director, Financial Services

## **ATTACHMENTS**

1. 2018 Adjustments – Letter from the City of Calgary confirming DRAFT 2018 budget
2. 2018 Operating Budget



2018 January 24

Bill Ptacek  
Chief Executive Officer  
Calgary Public Library  
616 Macleod Trail SE  
Calgary, AB T2G 2M2

Dear Bill:

**Re: 2018 BUDGET ADJUSTMENTS UPDATE**

In the last week of November, City Council debated and approved a series of mid-cycle budget adjustments for the final year of *Action Plan* 2015-2018 to reflect changes in Calgary's economic conditions, City revenue levels, and Calgarians' shifting priorities. Thank you for your help identifying the impact of four possible scenarios for your organization's operating grant. This information helped members of City Council understand the impact that more significant reductions would have on the community library services available to Calgarians.

After considering the reductions proposed, City Council determined that The Calgary Public Library's 2018 base operating grant would be reduced to **\$51,374,720** as detailed below:

2018 Base Grant Amount	\$48,934,720
2018 Required Operating Growth (NCL and Seton)	\$3,125,000
Adjustment by Council	(\$685,000)
<b>New 2018 Grant amount</b>	<b>\$51,374,720</b>

Council maintained support for the operating costs for the New Central Library scheduled to open November 1<sup>st</sup>, 2018 and Seton scheduled to open February 1, 2019. Given the new facilities are scheduled later in the year, funding will commence in Q2 2018 for New Central Library and Q4 2018 for Seton. The adjusted amounts are reflected in the table above.

As set out in *Action Plan*, the Base Operating Grant also includes \$225,000 for allocation to the Calgary Public Library's annual Lifecycle Reserve contribution. The funds support a refresh every three years of the Asset Management Plan, building condition assessments every five years, and emerging capital priorities such as branch relocation.

The Calgary Public Library's services contribute greatly to rebuilding and diversifying Calgary's economy, serving Calgarians, and sustaining our city's high quality of life. As we plan for the "One Calgary" budget cycle from 2019-2022, we will work with our colleagues and valued Civic Partners to ensure you are involved and engaged.

Sincerely,

Lori Kerr  
Manager, Partnership Management

cc: Kurt Hanson, General Manager, Community Services  
Katie Black, Director, Calgary Neighbourhoods  
Sheila MacFayden, Finance Manager, Community Services



Summary of Operating Budget 2018

	2017 Budget	2017 Projected Actual	2018 Base Budget	2018 Inflation and Change items	Strategic items	NCL	Seton	Foundation	2018 Budget	
<b>Revenues</b>										
City of Calgary	47,233,000	47,263,000	47,233,000	1,016,000		2,625,000	500,000		51,375,000	1
Province of Alberta	6,840,000	6,868,000	6,865,000						6,865,000	
Federal Government	56,000	205,000	187,000						187,000	2
Fines	1,137,000	1,106,000	1,137,000	(56,000)					1,082,000	
Investment and other revenue	502,000	650,000	502,000	99,000					601,000	
Grants and sponsorships - Unrestricted	600,000	600,000	600,000	(22,000)					578,000	
Grants and sponsorships - Restricted	1,216,000	2,046,000		326,000				1,290,000	1,616,000	3
<b>Total revenues</b>	<b>57,586,000</b>	<b>58,738,000</b>	<b>56,525,000</b>	<b>1,364,000</b>		<b>2,625,000</b>	<b>500,000</b>	<b>1,290,000</b>	<b>62,304,000</b>	
<b>Expenditures</b>										
Salaries and employee benefits	37,880,000	38,020,000	37,768,000	75,000	328,000	598,000	200,000	265,000	39,234,000	
Collections	7,895,000	7,977,000	7,308,000	,000	196,000	690,000	350,000		8,543,000	
General operating	6,878,000	6,790,000	6,374,000	552,000	723,000	670,000	16,000	561,000	8,896,000	
Building and equipment	3,658,000	4,791,000	3,293,000	238,000	200,000	350,000		462,000	4,543,000	
Occupancy costs	1,046,000	993,000	1,046,000	52,000		150,000		-	1,249,000	
<b>Total expenditures</b>	<b>57,357,000</b>	<b>58,570,000</b>	<b>55,789,000</b>	<b>917,000</b>	<b>1,447,000</b>	<b>2,458,000</b>	<b>566,000</b>	<b>1,289,000</b>	<b>62,466,000</b>	
<b>Revenues in excess (less than) expenditures before debentures and contributions</b>	<b>229,000</b>	<b>167,000</b>	<b>736,000</b>	<b>447,000</b>	<b>(1,447,000)</b>	<b>167,000</b>	<b>(66,000)</b>		<b>(161,000)</b>	
Opening fund balance	194,000	194,000							386,000	
Contributions to Asset Mgmt Reserves	(225,000)	(225,000)	(225,000)						(225,000)	
Operating reserve for new libraries										
Contributions from/to Reserves		250,000								4
<b>Net</b>	<b>198,000</b>	<b>386,000</b>	<b>511,000</b>	<b>447,000</b>	<b>(1,447,000)</b>	<b>167,150</b>	<b>(66,000)</b>	<b>-</b>	<b>(0)</b>	

Note:

- 1 City: Base does not include insurance proceeds. NCL funding starting Q2. Seton Funding Q4.
- 2 Federal: 3-year funding confirmed Apr 2017 - Mar 2020.
- 3 Foundation restricted: Includes 326K 2017 deferred.
- 4 Collections funded by the City





Report to the  
Calgary Public Library Board  
January 31, 2018  
**Strategy and Community Committee**  
**December 5, 2017**

**In Attendance:**

**Board**

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

**Regrets:**

Mr. Andrew Rodych  
Ms. Catherine Angus

**Administration**

Mr. Bill Ptacek, CEO  
Mr. Mark Asberg, Director, Service Delivery,  
Community Libraries and System Operations  
Mr. Paul Lane, Director, Corporate Services  
Ms. Sarah Meilleur, Director, Service Delivery,  
City Centre Community Libraries and New Central Library  
Ms. Heather Robertson, Director, Service Design

**Review of Agenda**

The Agenda was approved with no changes.

**Approval of Minutes**

MOVED by Ms. Hutchinson, that the minutes of the September 7, 2017 Strategy and Community Committee meeting be approved as written.

Carried Unanimously

MOVED by Ms. Samuels, that the minutes of the November 23, 2017 Strategy and Community Committee meeting be approved as written.

Carried Unanimously

**Quarterly Reports on Outcomes: Strategic Plan**

*Mr. Paul Lane, Director, Corporate Services*

Highlights from the report included:

- Declines in physical and e-resource checkouts continue in line with predictions and on trend with the continued decline in the use and availability of CDs and DVDs. There was some discussion about whether a lack of resources created a negative loop where declining checkouts mean fewer resources are ordered which means members are unable to find something on the shelf resulting in even fewer checkouts. Mr. Ptacek noted that the Library doesn't subscribe to a retail model in which only the highest volume materials are ordered. On the contrary, the Library carefully curates and monitors the collection to balance a need to maintain a good selection of high volume materials in addition to ensuring there is breadth and depth in the overall collection.

- Attendance at programs that are aligned to the strategic plan are up, even as the overall attendance number at Library programs is merely stable.
- Member ratings and perceptions reflect in part the difference in the method by which they were collected. The numbers which are marked HY1 were collected via the website and respondents to the survey are self-selecting, which tends to result in lower ratings as those who self-select to respond to a survey may tend to be individuals who are motivated to express a concern about the Library. The phone survey marked HY2 is a random sample of all Calgary citizens and is therefore more statistically valid. Library ratings collected using a randomized methodology tend to be higher. The Library uses both methodologies to help ensure a wide array of voices is heard.
- Much has been learned from the creation of the Strategic Scorecard and this knowledge will be implemented when a new scorecard is created to match the new strategic plan. Because The City is using a results based accountability performance management system, the Library will also adopt that.

When asked whether the Library would spend hypothetical additional money on hours and space or on collections, Mr. Ptacek stated that his preference would be for collections and that The City is aware of that.

Action items arising	Person Responsible	Deadline
Include results of the 3 <sup>rd</sup> quarter scorecard in January Board Agenda	Admin	January

### Board Retreat Planning

After some discussion, it was agreed that a full day retreat on a Saturday in March would be preferred. Administration will develop a draft outline for the day. Suggested agenda items, in addition to the strategic plan, were ideation and inclusion. A retreat is a good opportunity for the Board to be explore creative ideation.

A meeting with the Foundation Board will be scheduled after the March meeting.

Administration will explore possible venues.

Action items arising	Person Responsible	Deadline
Send poll asking for Board members' availability on March 3, 10 or 24	Admin	Early December
Discuss Board Retreat planning at January Committee meeting		January 9

### **New Strategic Plan Development**

The Library hasn't yet been given a final date for submission of the strategic plan to The City, but has been told that it will likely be the end of May. It was suggested that Committee members look at the Edmonton and Toronto strategic plans as examples. Mr. Lane reported that plan development is slightly behind schedule, but that the intention is to create a high level plan before May and to work on measures and reporting after finalization.

<b>Action items arising</b>	<b>Person Responsible</b>	<b>Deadline</b>
Discuss Edmonton and Toronto strategic plans at January Committee meeting		January 9
Staff to provide suggestions for a facilitator	Admin	January 9

### **Adjournment**

MOVED by Ms. Hutchinson, that the meeting be adjourned at 9:12 am.



Report to the  
Calgary Public Library Board  
January 31, 2018  
**Strategy and Community Committee**  
**January 9, 2018**  
**(based on unapproved minutes)**

**In Attendance:**

**Board**

Mr. Rob Macaulay, Committee Chair  
Ms. Janet Hutchinson  
Mr. Andrew Rodych  
Ms. Shereen Samuels

**Regrets:**

Ms. Catherine Angus

**Administration**

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

**Strategic Planning Update**

*Mr. Mark Asberg, Director, Service Delivery*

Mr. Asberg reported on upcoming strategic planning events that involve employee engagement. A broader staff team is required to inform the Strategic Plan and to improve understanding of its implementation. As well, employee engagement fosters commitment, passion and ownership of the plan in advance of its launch in 2019.

The following activities are planned:

1. *Virtual Town Hall, Jan 12:* This call-in session will focus on the Mission, Vision and Values, the Library's direction, and other matters. The format involves staff phoning in to ask question, with the Executive Leadership Team (ELT) providing answers. Previous town halls been attended by an estimated 200 staff members. The town halls are recorded and placed in Insight, the Library's staff intranet.
2. *Informative Article on Insight:* This article on the staff intranet will focus on the Strategic Plan's background, Mission, Vision and Values, and the roles of Board and staff in creating the plan.
3. *Brainstorming Event:* There will be a half-day event in the second week of February, for staff from every location to work together in facilitated groups to brainstorm the next level of work. The resulting ideas will be organized by ELT into the five thematic elements. Not only will this help develop specific goals, priorities, outcomes and actions, but the process itself may reveal how the strategies are interpreted, overlapped, and translated into categorized programs and services under the unifying framework of the Strategic Plan. The resulting product will be brought to the March 10 Board Retreat.

Action items arising	Person Responsible	Deadline
Synthesized staff input on Strategic Plan development brought forward to Board	Mark / Paul	March 10 Board Retreat

## **New Central Library Operational Readiness**

*Ms. Sarah Meilleur*

This update is the first of a series on progress towards the NCL opening day, touching on background, change management, key metrics achieved, and timelines. The following are highlights from this month's report:

- The City of Calgary's Audit on NCL Operational Readiness has been completed and more information will be brought to the January 23 Audit & Finance Committee meeting in camera.
- Staff readiness is being addressed with professional learning sessions on culture change and new service models, presentations on the new building, and attendance at on-site construction tours, whenever possible.
- The staffing budget has been confirmed, and the process of creating positions and hiring staff has begun.
- The Plan for Innovation is progressing, with over 55% of Priority 1 items piloted and ready.
- Hours of service have been confirmed, with Sundays open year-round, Fridays open until 6:00 pm, and an earlier 9:00 am opening on Saturdays. The hours will be further assessed during the first year of service.
- The Snack and Beverage Policy has been finalized, with snacks allowed on certain levels, and covered beverages only on others. The Café announcement will be held by CMLC on January 16.
- An Indigenous Placemaking Council has been engaged, and community consultations will be held January 22, 23, 24.
- The draft Move Plan includes an October 1 possession, and an October 5 back-of-house move. The goal is to keep service open on the Main Floor of the current Central Library until 6 days before the new building opens to the public. During this short closure of downtown service, extra Chromebooks and space will be provided for patrons at Memorial Park and Louise Riley. The Move Plan includes many contingency options to be pursued if necessary.

The Committee discussed several issues. Site tours are held only once a month, and the number of attendees is very limited, in order not to disrupt construction. Acoustics were a consideration in the design, including in the performance hall and the children's area. While there will be a small increase to the number of staff, staff deployment will be different since the new building is larger and has fewer levels.

The Committee asked for additional details to be added to the chart in the next report (March), incorporating metrics such as percentage completed, timeframe of completion (on time, delayed, etc.), and more specifics.

<b>Action items arising</b>	<b>Person Responsible</b>	<b>Deadline</b>
Include additional details in chart for March report (metrics and specifics)	Sarah	Next report

## **Board Retreat Planning**

*All*

The Committee discussed the Retreat agenda topics, timing, order, and the possibility of an NCL site tour. A facilitator will be required for the Blanket Exercise, which will be a valuable introduction to inclusion work.

<b>Action items arising</b>	<b>Person Responsible</b>	<b>Deadline</b>
Facilitator required for Blanket Exercise	Mark	In advance of Board Retreat
ELT Member to serve as facilitator for Strategic Plan session	Paul	Jan 24
Confirm NCL Tour	Mark	Jan 24
Finalize Retreat Agenda	Rob	Jan Board Meeting

## **VIII. Other Business**

There was no other business

## **IX. Adjournment**

MOVED by Ms. Hutchinson, that the meeting be adjourned at 9:15 am





Report to the  
Calgary Public Library Board  
January 31, 2018  
**NCL Operational Readiness**

## **I. PURPOSE**

In October of 2018, Calgary Public Library will move current Central Library operations into the beautiful New Central Library – from 616 Macleod Trail SE to 800 3<sup>rd</sup> Street SE, opening to the public on November 1, 2018. Over the coming year, a series of reports will provide updates on progress towards operational readiness for opening day. This is the first of such reports.

## **II. BACKGROUND**

The New Central Library is a fully funded project, through investment by the City of Calgary and CMLC (Calgary Municipal Land Corporation). CMLC is the overall project manager for the construction, with Stuart Olson being the construction manager.

Governance of the construction and finishing is managed by the NCL Steering Committee, and in March 2017 the Library launched the NCL Operational Readiness Committee, chaired by the Library and including representatives from the City of Calgary and CMLC. The three partners provide updates, identify issues, and strategize collaboratively on topics such as service strategy and transition, move-in, lease, city requirements post occupancy, and construction progress.

An internal NCL Transition Team was also initiated in March of 2017, composed of staff from a cross section of departments responsible for the transition to the NCL. This group focuses on daily operations, programs and services, meeting rooms, technology requirements, furniture and facilities, BOH layouts and orientation, security, hours of operations, loading dock operations, etc. This team is well positioned to ensure that no detail is missed and all aspects of the transition are well planned and executed.

## **III. HIGHLIGHTED ACTIVITIES**

Operational Readiness objectives include:

- Move in to NCL planned and smoothly executed in sufficient time for full operation on Opening Day, November 1, 2018.
- Effective change management that results in a successful transition to NCL and transforms system-wide strategies to reimagine and reinvigorate library services across the city.
- Solid communication among the departments and stakeholders involved in the move-in process.
- Each department on track to achieve its deliverables, particularly those deliverables that affect other departments.
- Key metrics achieved.

A thorough *NCL Move – Project and Change Management Plan* was developed that encompasses the areas that the Library is responsible for including the following

- Staff Readiness Plan
- Promotional Strategy
- Facility Operations
- Building Security
- IT Systems
- HR processes
- Financial Services
- 
- Service Strategy
- Volunteers
- Moving Strategy
- Collections
- Liaison with the Foundation
- Café
- Decommissioning Central

In addition to the completed City of Calgary Audit on Operational Readiness, the following areas have seen significant metrics achieved.

Area of Responsibility	Key Metrics Achieved	Completion Status/Target
<b>Staff Readiness Plan</b>	<ul style="list-style-type: none"> <li>• NCL orientation presentations have been completed at all system staff meetings</li> <li>• 60% of FT Central staff have participated in an on-site construction tour</li> <li>• Staff professional learning on track based on scheduled sessions. <ul style="list-style-type: none"> <li>○ Early literacy 50% complete</li> <li>○ Guide on the Side 75% complete</li> <li>○ Communicating through Materials 25% complete</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Completed on time</li> <li>• Target is 75% before occupancy</li> <li>• Target is 100% before October 1, 2018</li> </ul>
<b>HR processes</b>	<ul style="list-style-type: none"> <li>• Staffing strategy and budget finalized</li> <li>• Events and Performance Hall Coordinator hired</li> </ul>	<ul style="list-style-type: none"> <li>• Completed on time</li> <li>• Completed ahead of schedule</li> </ul>
<b>Service Strategy</b>	<ul style="list-style-type: none"> <li>• Plan for Innovation project prioritized and assigned and 55% of Priority 1 projects are either being “piloted and tested” or are “ready for launch”</li> <li>• Hours of Service finalized*</li> </ul>	<ul style="list-style-type: none"> <li>• Target is 50% of Priority 1 projects for November 1, 2018</li> <li>• Completed ahead of schedule</li> <li>• Completed on time</li> </ul>

	<ul style="list-style-type: none"> <li>• Snack and Beverage Policy finalized <ul style="list-style-type: none"> <li>○ Snacks and beverages allowed on Levels 0, 1, 1M, 2.</li> <li>○ Covered beverages only allowed on Levels 3 and 4 with the exception of within meeting rooms where snacks and beverages will be allowed</li> </ul> </li> <li>• IPMC (Indigenous Placemaking Council) hired and community consultation scheduled</li> </ul>	<ul style="list-style-type: none"> <li>• Behind schedule though still on target for October installation</li> </ul>
<b>Collections</b>	<ul style="list-style-type: none"> <li>• Budget for Central collection refresh finalized</li> </ul>	<ul style="list-style-type: none"> <li>• Completed on time</li> </ul>
<b>Moving Strategy</b>	<ul style="list-style-type: none"> <li>• Move consultant hired</li> <li>• Initial Move plan drafted <ul style="list-style-type: none"> <li>○ Staged approach</li> <li>○ Back of house functions move first</li> <li>○ Only 6 days of no library service in downtown core</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Completed ahead of schedule</li> <li>• Completed on time</li> </ul>
<b>Café</b>	<ul style="list-style-type: none"> <li>• Café Lease Signed</li> </ul>	<ul style="list-style-type: none"> <li>• Completed on time</li> </ul>

**\*NCL Hours of Service**

Current Hours	Future Hours (changes in bold)	Summer 2019 Trial Hours (changes in bold)	Additional hours per year
Mon to Thu: 9 am - 8 pm Fri: 9 am - 5 pm Sat: 10 am - 5 pm Sun (Sep-May): 12 pm - 5 pm	Mon to Thu*: 9 am - 8 pm Fri: 9 am - <b>6</b> pm Sat: <b>9</b> am - 5 pm <b>Sun</b> : 12 pm - 5 pm	Mon to Thu: 9 am - 8 pm Fri: 9 am - <b>8</b> pm Sat: 9 am - 5 pm Sun: 12 pm - 5 pm	205

Each of the upcoming reports will highlight various areas of responsibility and key metrics achieved in each area.

#### IV. RECOMMENDATION

That the Strategy and Community Committee recommend that the Calgary Public Library Board receive this report, *NCL Operational Readiness*, for information.

Sarah Meilleur  
Director, Service Delivery



Report to the  
Calgary Public Library Board  
January 31, 2018  
**Governance Committee Meeting**  
**December 13, 2017**

**In Attendance:**

**Board**

Ms. Shereen Samuels, Committee  
Chair  
Ms. Debra Giles  
Ms. Janet Hutchinson  
Mr. Avnish Mehta

**Administration**

Mr. Bill Ptacek, CEO  
Ms. Mary Kapusta, Director, Communications  
Ms. Sarah Meilleur, Director, Service Delivery  
Ms. Heather Robertson, Director Service Design

**Treaty 7 Opening**

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

It is in the spirit of respect and truth that we honour and acknowledge Moh'kinsstis, and recognize the traditional territories and oral practices of the Blackfoot people, the Nakota people of the Stoney Nation, the Beaver people of the Tsuut'ina Nation, and the Métis Nation of Alberta, Region Three. This Library is one of 19 libraries across our city built on this traditional land. Finally, we acknowledge all people who make their homes in the Treaty 7 territory of Southern Alberta.

**Review of Agenda**

Ms. Hutchinson moved that Item IV - Emergency Succession Plan for CEO be moved to the end of the agenda.

Carried Unanimously

**Approval of Minutes**

MOVED by Ms. Hutchinson, that the minutes of the September 12, 2017 Governance Committee meeting be approved as written.

Carried Unanimously

MOVED by Ms. Hutchinson, that the minutes of the November 21, 2017 Governance Committee meeting be approved as written.

Carried Unanimously

**Business Arising from Minutes**

There was no business arising.

## Board Composition: Update on City Charter

*Mr. Bill Ptacek, CEO*

Mr. Ptacek reported that City Administration has completed the work necessary for changing and updating the City Charter and that it will be approved in January or February.

Action Item	Person Responsible	Timeline
None		

## Board Self-Evaluation Results

The Committee discussed the results, with particular focus on the fact that for all of the questions, there was a dissatisfied respondent. Because of the anonymized results, it is impossible to know whether this is the same individual in all cases, but the Committee thought it important that, if it is a single Board member, that they be encouraged to speak to someone about changes they would like to see made and how they are feeling. Ms. Samuels will raise the matter at the Board meeting and draw attention to questions 16, 23, 25, 27 and 28 for discussion.

Action Item	Person Responsible	Timeline
Encourage dissatisfied respondent(s) to reach out to a Governance Committee member with their concerns	Ms. Samuels to raise at January Board meeting	January 31, 2018 Board meeting
Include comparison with last year's Board Survey results in Board package	Administration	January 31, 2018 Board meeting

## CEO Annual Review Process: Next Steps

In previous years the CEO annual review was comprised of surveys of staff and Board members, agreed-upon metrics and a review of initiatives for the past and coming years. The Committee agreed that there should be no change to those items and briefly discussed the utility of a survey of partners. It was agreed that some thought should be given to another survey and to which partners should be included – suggestions included The City, CBE, CMLC, the Library Foundation and the YMCA.

Action Item	Person Responsible	Timeline
Survey to go to Committee members in first week of January	Admin	Before January 5
Add succession planning to CEO Evaluation	Admin	January

Ms. Samuels to ask Ms. Angus if she has any questionnaires that would be useful for partnership evaluation	Shereen	January
Create list of possible partners to be surveyed	Admin	January

### **Committee Workplan – as of November 21, 2017**

In April the Committee will review Governance Committee policies to ensure they are aligned with the new Mission, Vision and Values statements.

### **Emergency Succession Plan for CEO**

Discussions of emergency succession planning for the Board Chair will be discussed by the Committee in February, today's discussion will centre on planning for the CEO position.

Ms. Kapusta told the Committee that the document included in the agenda inclined more to the format for crisis management and covers a short-term temporary interruption in the CEO's service. As part of his normal practice, Mr. Ptacek has a designated "second" for most of his commitments and signing authority is covered by policies previously in place. The remaining matters are human resources issues related to managing the CEO's direct reports. Until very recently this was handled through the Deputy CEO position, but a new mechanism will need to be found. Ms. Samuels suggested that two separate documents need to be created: one for emergency situations where there is no consultation with the CEO possible and a different document for situations in which the CEO is available for consultation and which outlines a managed transition.

The Committee discussed the similar situation which occurred during the 2013 flood, when because the major difficulties occurred with buildings and staffing which are under the purview of Mr. Lane, and because the interim CEO was unavailable, he reported to Ms. Hutchinson. There is also a similar process which brings in the Board Chair outlined in the whistle blower policy. This information along with an updated document from Ms. Kapusta and some further documentation expected from other Board members will be presented to the Board at the January meeting.

Action Item	Person Responsible	Timeline
Edited document to be presented at next Governance Committee meeting	Mary Kapusta	January Committee meeting
Audit and Finance Committee to discuss succession planning on the risk register	Deb Giles	January Audit and Finance Committee meeting
Operational readiness plan to be put on the Board portal	Admin	January








## Report for CPL Board Effectiveness Survey 2017

### Response Counts

<b>Completion Rate:</b>	<b>100%</b>		
	Complete		7




**Totals: 7**

1. The Board's mandate and responsibilities are clear.

Value		Percent	Responses
Always		28.6%	2
Usually		57.1%	4
Sometimes		14.3%	1




**Totals: 7**

2. I am satisfied with the role the Board plays in establishing and reviewing CPL's strategic direction and policies.



Value		Percent	Responses
Always		42.9%	3
Usually		42.9%	3
Rarely		14.3%	1

**Totals: 7**




3. Board Members have a suitable variety of background skills and experience.

Value		Percent	Responses
Always		28.6%	2
Usually		57.1%	4
Sometimes		14.3%	1
Totals: 7			




4. The right things get placed on Board agendas.

Value		Percent	Responses
Usually		71.4%	5
Sometimes		28.6%	2
Totals: 7			



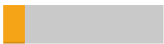
5. The Board gets suitable information in support of agenda items.

Value		Percent	Responses
Always		42.9%	3
Usually		42.9%	3
Sometimes		14.3%	1
Totals: 7			




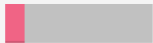
6. Information is timely, reliable and sufficient, and not overwhelming in quantity.

Value		Percent	Responses
Always		57.1%	4
Usually		28.6%	2
Rarely		14.3%	1
Totals: 7			





7. The Board receives the right kinds of information with respect to CPL's operations, risks, and its future developments.

Value		Percent	Responses
Always		42.9%	3
Usually		42.9%	3
Rarely		14.3%	1
Totals: 7			





8. The total time allocated to Board meetings is sufficient.

Value		Percent	Responses
Always		28.6%	2
Usually		42.9%	3
Sometimes		14.3%	1
Never		14.3%	1
Totals: 7			

9. I am satisfied with the allocation of time to agenda items.




Value		Percent	Responses
Always		14.3%	1
Usually		57.1%	4
Sometimes		14.3%	1
Rarely		14.3%	1
Totals: 7			

10. The Board spends time effectively (i.e. on most important issues).

Value		Percent	Responses
Always		14.3%	1
Usually		57.1%	4
Sometimes		14.3%	1
Rarely		14.3%	1




**Totals: 7**

11. The Board's decision-making process is guided by its policies, bylaws and code of conduct.

Value		Percent	Responses
Always		71.4%	5
Sometimes		14.3%	1
Rarely		14.3%	1

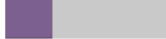

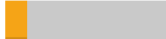
**Totals: 7**

12. There is sufficient opportunity for members to be heard and their views discussed before decisions are taken.

Value		Percent	Responses
Always		42.9%	3
Usually		42.9%	3
Rarely		14.3%	1

**Totals: 7**

13. There is good follow-up on decisions and on items discussed or suggested at Board meetings.

Value		Percent	Responses
Always		28.6%	2
Usually		57.1%	4
Rarely		14.3%	1
			<b>Totals: 7</b>

14. If there is one thing you could change about Board mandate, composition, preparation, meetings, conduct and follow-up, what would it be?

Count	Response
1	An opportunity to discuss some "blue sky" issues at the Board meeting.
1	I very often wonder if we strike the proper balance between board member and staff member presence at the Board meetings. Sometimes it seems as if there isn't a strategic reason for the number of staff members present (i.e. a corresponding agenda item or discussion topic).
1	I would prefer fewer verbal reports; I value the time to prepare before meetings, and written content would help. Often staff have visual content, so sharing that even 24 hours ahead would be great.
1	No issues
1	There are times when the minutes from committee meetings will be useful as a part of the Board package, especially when they are needed in the decision making process. I recognize that this would make the package quite large, but duplicate committee minutes would be useful to pick up at the Board meetings.
1	the Board appears to be quite 'management-driven'; issues on the agenda all seem to be sourced and pursued as a result of what Bill and his team want us to focus on. Could we have a discussion at the next retreat around governance topics of importance to the Board?

15. The Board has established the right standing and ad hoc Committees to enable it to carry out its work effectively and efficiently.

Value		Percent	Responses
Always		42.9%	3
Usually		57.1%	4
Totals: 7			


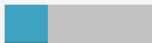

16. The Committees are effective in delivering on their stated purpose.

Value		Percent	Responses
Always		28.6%	2
Usually		42.9%	3
Sometimes		14.3%	1
Rarely		14.3%	1
Totals: 7			

17. The Board receives timely and useful reports and recommendations from Board Committees.

Value		Percent	Responses
Always		14.3%	1
Usually		71.4%	5
Sometimes		14.3%	1
Totals: 7			

18. The Board gives reports and recommendations from Board Committees due consideration.

Value		Percent	Responses
Always		57.1%	4
Usually		28.6%	2
Sometimes		14.3%	1
			<b>Totals: 7</b>

19. If there was one thing you could change about any Committee's structure, process or conduct, what would it be?

Count	Response
1	Ensure that the agendas are set out with the right number of items to discuss - especially when staff (not ELT) are involved.
1	More of a plan to determine Chairs of committees
1	The Committees are populated by whomever puts up their hand. Sometimes that works out fine, but maybe GovCom should debate some different ideas for running the Organization meeting to best meet the upcoming year's objectives
1	The Governance Committee may consider introducing continuous improvement processes to board governance. The introduction of the meeting evaluation tool, for example, helps put focus on the running of the meeting but should the board chair or governance committee do something more with that feedback? The governance committee should also consider whether and how to make available governance and board-related learning opportunities for the board members.
1	The way that the committees are created. We should strategically consider where the best talents are placed and how to think about committee work as a multiple year commitment(in consideration not commitment), rather than year per year.

20. Individual Board Members attend and actively participate in Board and Committee meetings.

Value		Percent	Responses
Usually		85.7%	6
Sometimes		14.3%	1
Totals: 7			

21. Individual Board Members are well prepared.




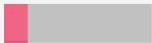
Value		Percent	Responses
Always		14.3%	1
Usually		57.1%	4
Sometimes		28.6%	2
Totals: 7			

22. Individual Board Members understand their roles and responsibilities.




Value		Percent	Responses
Always		14.3%	1
Usually		57.1%	4
Sometimes		28.6%	2
Totals: 7			






23. The discussions and debates at Board and Committee meetings are frank, open and constructive.

Value		Percent	Responses
Always		16.7%	1
Usually		50.0%	3
Sometimes		16.7%	1
Never		16.7%	1
Totals: 6			




24. Board and Committee Members are able to take independent positions on issues.

Value		Percent	Responses
Always		42.9%	3
Usually		42.9%	3
Sometimes		14.3%	1
Totals: 7			




25. The Chairs ensure the Board/Committee establish annual goals and work plans towards achievement of the strategic plan.

Value		Percent	Responses
Always		42.9%	3
Usually		42.9%	3
Rarely		14.3%	1
Totals: 7			





26. The Chairs manage meetings effectively.

Value		Percent	Responses
Always		14.3%	1
Usually		57.1%	4
Sometimes		28.6%	2
			<b>Totals: 7</b>

27. The Chairs encourage open communication at meetings.

Value		Percent	Responses
Always		14.3%	1
Usually		71.4%	5
Rarely		14.3%	1
			<b>Totals: 7</b>



28. The Chairs strive to utilize Board/Committee Members' indicated interests, skills, and experience to the best of their ability.

Value		Percent	Responses
Always		14.3%	1
Usually		42.9%	3
Sometimes		14.3%	1
Rarely		28.6%	2
			<b>Totals: 7</b>



29. If you could change one thing about an individual Board Member, Board Chair or specific Committee Chairs, what would it be?

Count	Response
1	None at this time.
1	Nothing in particular. We all bring our quirks to the meetings and that needs to be appreciated.
1	Succession planning which incorporates change in board and committee chairs
1	The Chair role is a dual one; representing the Library in myriad ways, and acting as the elected 'captain' of the Board thus leading them/representing their interests and concerns. There seems to be a prevailing mood that the 'captain' role is somewhat relegated to running the monthly meeting.




30. I attend and actively participate in Board and Committee meetings.

Value		Percent	Responses
Always		57.1%	4
Usually		42.9%	3
Totals: 7			



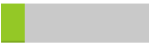
31. I am well-prepared and understand my roles and responsibilities.

Value		Percent	Responses
Always		42.9%	3
Usually		57.1%	4
Totals: 7			


32. I am knowledgeable about CPL's programs and services.

Value		Percent	Responses
Always		42.9%	3
Usually		28.6%	2
Sometimes		28.6%	2
			<b>Totals: 7</b>


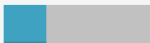

33. My knowledge is sufficient to enable me to serve effectively as a Board Member.

Value		Percent	Responses
Always		33.3%	2
Usually		50.0%	3
Sometimes		16.7%	1
			<b>Totals: 6</b>


34. I understand and support the mission of CPL.

Value		Percent	Responses
Always		100.0%	7
Totals: 7			

35. I actively represent CPL in the community.

Value		Percent	Responses
Always		57.1%	4
Usually		28.6%	2
Sometimes		14.3%	1
Totals: 7			

36. I fulfill my responsibilities with respect to the Board Members' code of conduct.

Value		Percent	Responses
Always		100.0%	7
Totals: 7			

37. If you could change one thing about your personal Board performance, what would it be?

Count	Response
1	Better preparation (as in reviewing past decisions) and connecting them to current needs.
1	I wish I was more able to attend board functions during the day, and that I could afford to participate more extensively in fundraising. Currently, that's not possible.
1	I would like to interact and converse more frequently with my fellow board members. I would like to spend more time at our libraries.
1	More proactively involve myself in the committee work, so as not to fall into simply being responsive to pre-set meetings with pre-set agendas
1	Remembering that we are all "the smartest people" around the table. No one opinion should rise above others.
1	more positive comments

38. For the coming year, I would like to see the following improvements and/or changes in how the Board or Committees operate.

Count	Response
1	Additional clarity is needed around the mandate and commitment for the NCL ad hoc committee.
1	Better planning and discussion leading up to choosing the Chair, rather than it being completed at the Organizational meeting.
1	Different Chairs
1	Ensure our work plans are sufficiently robust; we should full meeting schedules with no need to cancel meetings for lack of something to discuss, consider or act on.
1	More committee balance in membership. Each committee is an opportunity for learning and contributing. Not one person or agenda owns a committee.
1	a small amount of time within (some) meetings to be dedicated to winkle out new concerns, questions or ideas - one potential side-effect of board stability is for it to get a little stale

**Report to the  
Calgary Public Library Board  
January 31, 2018  
Governance Committee Meeting  
January 10, 2018  
(based on unapproved minutes)**

**In Attendance:**

**Board**

Ms. Shereen Samuels  
Mr. Avnish Mehta  
Ms. Janet Hutchinson

**Administration**

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

**Regrets:**

Ms. Debra Giles

**CEO Annual Review Process**

The Committee agreed that the CEO Survey should remain substantially the same from year to year in order to provide consistency of measurement. Any new metrics introduced should coincide with the new strategic plan. The Committee also discussed the wording to be used in the scale, it being agreed that a Likert scale running from Always to Never should be used as it would better measure attitudes.

Mr. Ptacek presented a draft partnership survey for the Committee's comments and approval. It was agreed that Ms. Hutchinson and Ms. Kapusta would work on any necessary wording changes. A similar scale to that used in the CEO Survey will be used.

Action Item	Person Responsible	Timeline
Remove Comments section after each question in CEO Survey	Admin	Before January 22
Use Likert scale running from Always to Never in both CEO and Partnership surveys	Admin	Before January 22
CEO Survey to be sent to Board and ELT members	Ms. Hutchinson	Week of January 22
Create web survey version of Partnership survey asking for completion by February 5 and send out	Ms. Kapusta, Ms. Roberts, Ms. Hutchinson (to send)	Week of January 22
Meet to discuss CEO Survey results	Ms. Samuels, Ms. Hutchinson and possibly Mr. Mehta	Week of February 12

### **Emergency Succession Plan for CEO**

The Committee was pleased with the new draft of the Crisis Protocol Plan asking only that the portion entitled Transition/Interim CEO be removed from the body of the document and attached as an appendix as it was felt that it spoke to longer term succession planning. It was agreed that the Crisis Protocol Plan could move forward for consideration by the Board at its January meeting.

Action Item	Person Responsible	Timeline
Remove Transition/Interim CEO section	Ms. Kapusta	Before January 22
Remove names, leaving only position titles	Ms. Kapusta	Before January 22

### **Committee Workplan – as of December 14, 2017**

The Committee reviewed the Workplan and noted the following updates which should be made:

Board Composition: Item 1 - Mark COMPLETED and ADD waiting for City of Calgary to complete their process which is expected in early 2018.

Bylaw, Policies, Process: Emergency Succession Plan Change title to Crisis Protocol Plan and Mark COMPLETED. ADD Transition/succession planning.

Action Item	Person Responsible	Timeline
Make changes to the workplan as noted above	Admin	Before February 14

### **Board Evaluation**

The Committee had further discussions on the Board evaluation and will present the results to the Board at the January Board meeting.

### **Adjournment**

MOVED by Ms. Hutchinson, that the meeting be adjourned at 6:34 pm.



## **Crisis Protocol Plan for the Office of the CEO**

Drafted by: Bill Ptacek, CEO  
Executive Leadership Team

Last Updated: January 15, 2018

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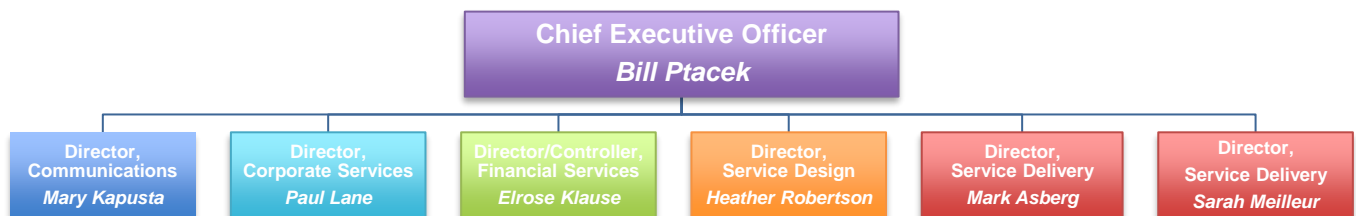
- Summary
- Executive Leadership Team
- Administration
- Emergency Response Plan
- Communications
- Relationship Management
- Signing Authority
- Human Resources
- New Central Library

## Summary

This Crisis Protocol Plan will provide an overview of actions and current transitional understandings if the CEO of the Calgary Public Library is suddenly unable to perform their duties, through either temporary interruption, or an interim need for leadership transition.

## Executive Leadership Team

As of January 15, 2018:



Ellen Humphrey, President and CEO of the Calgary Public Library Foundation, is also a member of the Executive Leadership Team (ELT), but she does not report to the CEO.

## Administration

Back-up access to the CEO's computer, phone and files is available through the Office of the CEO and is managed by Barb Roberts, Senior Executive Assistant. Access can be triggered by the Board Chair or the Library's HR Advisor, Paul Lane, Director of Corporate Services.

## Emergency Response Plan

In the event of an emergency, staff will enact the *Emergency Response Plan*.

## Communications

All communication regarding the interruption of the CEO's schedule or the appointment of an Interim CEO will be overseen by Mary Kapusta, Director of Communications, in consultation with ELT and the Board. This includes all internal and external communications.

In terms of Media Relations, Ms. Kapusta has identified members of ELT that are able to take on official spokesperson roles for the Library, in addition to the Board Chair and Vice Chair.

Subject matter of interview requests will dictate the respondent and as such, all requests will be managed, assigned and prepped for by Ms. Kapusta.

In the event of an emergency and crisis communications are required, Ms. Kapusta will manage all messaging and media interaction. ELT and the Board will receive daily updates and messaging. The

Board Chair or Vice Chair may be deployed as a formal spokesperson depending on the nature of the emergency.

## Relationship Management

In the event of temporary or intermittent unavailability of the CEO, members of ELT are well-positioned to manage and build upon key organizational relationships. All ELT members have shadowed or independently managed critical CEO partnerships and taken advocacy roles with internal and external stakeholders.

Below is a table identifying key relationships that they can manage in place of the CEO.

Subject	Partner(s)	ELT Member
City Relations	City Administration and Lori Kerr, Manager, Civic Partners	Project Dependent:  Director, Corporate Services  Director, Service Delivery  Director, Service Delivery, City Centre Community Libraries and New Central Library  Director/Controller, Financial Services
General operations and requests	Mayor's Office	Director of Service Design  Director, Communications (media requests)
Capital Campaign and Annual Funding	Calgary Public Library Foundation	Director of Service Design
New Central Library Project	All municipal and provincial government stakeholders (City of Calgary, CMLC, Government of Alberta)	Director, Service Delivery, City Centre Community Libraries and New Central Library
CUPE Local 1169	CUPE leadership and the City of Calgary	Director, Corporate Services

Public Libraries Services Branch	Municipal Affairs, Government of Alberta	Director of Service Design
Community Library patron relations and issue management	Members of the public	Location dependent:  Director, Service Delivery  Director, Service Delivery, City Centre Community Libraries and New Central Library
School board relations	Calgary Board of Education, Calgary Catholic School District, Calgary Charter Schools, etc.	Director, Service Delivery
Calgary Local Immigration Partnership (CLIP)	CLIP	Director of Service Design
The Alberta Library (TAL) membership	TAL	Director of Service Design  Director, Service Delivery
Council of Champions for Children and Youth	United Way (lead)	Director of Service Design

### Signing Authority

As per Board Policy, the CEO has signing authority and responsibility for matters necessary for the management of operations. A breakdown of current procedure is below, which is an excerpt from the *Delegation of Authority Matrix*.

Value	Approval Level	Notes
\$1- <\$25,000	Manager	Manager who is responsible for budget of the Branch, unit or department.

\$25,000 - <\$50,000	ELT Director	Purchase must be initiated by Library's purchasing department. Minimum of three quotes required.
\$50,000+	CEO, Controller, or Director, Corporate Services*	Purchase must be initiated by Library's purchasing department. Provincially mandated tendering rules are required.

*\*The Director of Corporate Services will have this signing authority if the CEO is unavailable.*

## Human Resources

The CEO has six direct reports (see ELT organizational chart above). Time cards and leave requests are approved by the Senior Executive Assistant in the Office of the CEO following Human Resources guidelines. In the case of temporary interruption of duties, or before the appointment of an Interim CEO, the management of these staff will fall to another member of ELT as identified by the CEO.

All matters relating to confidentiality will fall to the organization's HR Advisor, Paul Lane, Director of Corporate Services, in consultation with the Board Chair.

## New Central Library

Sarah Meilleur, Director, Service Delivery, City Centre Community Libraries and New Central Library, is the lead on the new Central Library project. Each member of ELT is involved under her coordination, and the NCL Board Liaison is also available to track progress of the project through regular meetings with CMLC. Ms. Meilleur will also continue to represent the Library on the NCL Steering Committee.

**RE: Attachment to Crisis Protocol Plan**

During the development of the Crisis Protocol Plan for the Office of the CEO, the Library's Governance Committee identified a need to outline the process and/or scope of a sudden transition or the placement of an Interim CEO, should the need arise.

The committee reviewed the following excerpt from an early draft of the Crisis Protocol Plan and felt it required a separate document. The draft excerpt is as follows:

*In consultation with the Calgary Public Library Board of Trustees, the current CEO will identify candidate(s) that are qualified and prepared to assume the role of Interim CEO.*

*If the CEO is unable to consistently perform their duties for a period longer than [insert approved time] or permanently, the Interim CEO will take effect under the Board's direction.*

*This may also mark the formal transition, by which the Board may begin a search for a new CEO.*

The Governance committee requested that this excerpt be reviewed separately by the committee at a later date to a complement to the final Crisis Protocol Plan.

Mary Kapusta, Director, Communications

January 15, 2018

Report to the  
Calgary Public Library Board  
January 31, 2018  
**Calgary Public Library Foundation Update**

## **DECEMBER AND JANUARY HIGHLIGHTS**

### **Gifts Secured**

- \$1,000,000 from The Arthur J.E. Child Foundation. Full payment will be received in January 2018.
- \$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 naming The NORREP Family Foundation Technology Study Room in New Central Library.
- \$100,000 personal Legacy Gift from a longstanding (and beloved) Library volunteer.
- \$52,800 grant from Hunter Family Foundation for the Library’s Questionarium initiative with expert led programs to foster science, engineering and math interests.
- \$36,669 from 411 gifts through the Holiday Direct Mail.

### **Add In Campaign**

- The New Central Library prow was lit in pink (*Add In* Campaign colour) on December 12<sup>th</sup> to profile the Windows of Opportunity initiative. This promotion complemented a strong media buy campaign to profile the Windows of Opportunities initiative.

### **Other Highlights**

- Official opening of the Calgary Foundation Crowfoot Early Learning Centre December 7
- \$500,000 multi-year commitment for Library Summer Learning initiative is being pursued with a local corporation.
- 4 grants submissions totaling \$255,000 to support Library priority areas in early literacy; children’s literacy; adult and Indigenous literacy initiatives.
- Library Foundation Board struck an *Add In* Campaign Committee to support the operation’s major gift fundraising and \$350 million campaign goal.
- With the recent increase in donors, 1 in 100 Calgarians support the Calgary Public Library and the Add In Campaign!
- Donations of stock are on the increase: a surge in Q4 of 2017 generated revenue of \$370,000 in 19 stock donations; including \$278,000 in December alone.

## **FEBRUARY FORECAST**

- Calgary Foundation Community Grants Program application pending for Library priority projects including Indigenous Strategy initiatives.
- Saks Fifth Avenue Canada's VIP Event, February 21, 6 pm to 8 pm, at Chinook Centre. We have committed to securing 120 guests, which will result in a \$20,000 unrestricted donation. 200 guests will secure a \$25,000 donation. This is a come and go event. No purchase necessary.

*Library Board members are invited to help by attending and engaging friends and family.*



**Calgary Public Library Foundation**  
**External Relations Committee**  
**Meeting** Central Library  
8:30am Friday, January 26,  
2018 CONFIDENTIAL



**Committee Objectives**

- Ensure Gift Intention meets Library Board Naming Policy FI11
- Foundation Giving Guidelines (Pledge period, area of support, marketing concerns)
- Inform both the Boards about the gift intention

From Library Board Naming Policy FI11: In judging the suitability of a naming rights proposal, the following will be considered:

1. The significance of the proposed financial contribution in relation to the project;
2. The urgency of the need for the project, or of funding for the project;
3. The reputation and integrity of the donor whose name is proposed;
4. The acceptability of the donor from the perspective of current community standards;
5. The history of the donor's support of libraries and literacy; and
6. The donor's compatibility with, understanding of, and support for the Calgary Public Library's mission and mandate.
7. All naming rights agreements will be for a fixed duration.

**Agenda**

- I. Review Current Physical Namings in the Library System (attached)
- II. Review Proposed Namings
  - A. Arthur J.E. Child Business Library
  - B. Arthur J.E. Child Careers & Small Business Programs – Library Connect
- III. Naming Detail

Naming	Library	Value	End Date
Arthur J.E. Child Business Library	New Central Library	\$1,000,000	December 31, 2044
Arthur J.E. Child Careers & Small Business Programs	Library Connect	(inclusive)	



## Review of Donors

### *Arthur J.E. Child Foundation*

1. \$1M - Paid in full on January to be utilized for the Business Library - resources, collection and programs.
2. As the Service Design Team are currently designing the programming for NCL's Business Library with a Career Desk and collaborating with Bow Valley College there is need for funding of this project.
3. Arthur James Edward Child, former chairman and chief executive officer of Burns Foods, left a legacy of discipline, commitment and leadership as well as courtesy and kindness. Child was born in 1910 in Guildford, England, and earned a bachelor of commerce degree in 1931 from Queen's University. After working for several years in the food industry, he returned to university to earn a Master of Arts degree at the University of Toronto in Economics.
4. Arthur Child was known for his generosity, both financially and in his willingness to give people the benefit of the doubt. Former President of the Canada West Foundation David Elton said this about him: "Mr. Child's interest in the well-being of the community spanned almost every aspect of community endeavours, from the arts to poverty, from politics to education and the military. His breadth of interests and involvement in the Calgary community, in Canada and throughout the world never ceased to amaze me."
5. He was an academic first and a businessman second, but his business was his life. Child believed in dedicating his time and wealth to the country he lived in
6. Child was dedicated to a stronger Western Canada, a goal he pursued as not only a founder of the Canada West Foundation, but by chairing the board from its inception until 1994.
7. Fixed term: 25 years - ending in 2044

#### Invited:

Bill Ptacek  
Janet Hutchinson  
Patricia Moore  
Avnish Mehta  
Brent Buechler  
Elizabeth Reade

CEO & President CPL  
CPL Board  
Chair, CPLF Board  
CPLF Board  
CPLF Vice President  
CPLF