



CALGARY PUBLIC LIBRARY

Board Meeting

5:30 PM, Wednesday, March 28, 2018
2nd Floor Boardroom, Central Library



I.	Treaty 7 Opening and Chair's Opening Remarks	...2
II.	Review of Agenda	
III.	Consent Agenda <u>(5 minutes)</u>	
	A. Minutes of the February 28, 2018 Board Meeting	...4
	B. Chair's Report	...10
IV.	Business Arising <u>(5 minutes)</u>	
	A. Business Arising from the Minutes	
	B. Advocacy Updates, including ALTA Report <u>(5 minutes)</u>	...verbal
	C. Alexander Calhoun Naming: Recommendations and Additional Information	...12 <i>Decision</i>
V.	Chief Executive Officer's Report <u>(15 minutes)</u>	...14
	<i>Mr. Bill Ptacek, CEO</i>	<i>Information</i>
	A. School Boards Partnerships	...verbal
	<i>Mr. Mark Asberg, Director, Service Delivery, Community Libraries and System Operations</i>	<i>Information</i>
VI.	Calgary Public Library Foundation Update <u>(30 minutes)</u>	...22
	<i>Mr. Avnish Mehta, CPL Board Representative</i>	<i>Information</i>
	A. Contemporary Fundraising	...verbal
	<i>Guest Speaker from Sagium</i>	<i>Information</i>

VII. Audit & Finance Committee (20 minutes)

- A. Report of the March 22, 2018 Meeting
Ms. Debra Giles, Committee Chair ...verbal
Information
- B. Presentation of Audited Financial Statements
- *Ms. Debra Giles, Committee Chair* ...24
Decision
- C. Annual Risk Review (Heat Map)
- *Ms. Debra Giles, Committee Chair* ...26
Decision

VIII. Governance Committee (20 minutes)

- A. Report of the March 14, 2018 Meeting
(based on draft unapproved minutes)
Ms. Shereen Samuels, Committee Chair ...36
Information

IX. Strategy & Community Committee (20 minutes)

- A. Report of the March 6, 2018 Meeting
(based on draft unapproved minutes)
Mr. Rob Macaulay, Committee Chair ...40
Information
- B. Recap of March 10, 2018 Board Retreat ...verbal
Information

X. Other Business

- A. Strategic Plan (Update from Board Retreat Discussion)
Mr. Paul Lane, Director, Corporate Services ...46
Information

XI. In-Camera

XII. Adjournment

Treaty 7

Meeting Opening

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

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

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

Feb 28	Library Board Meeting
Mar 01	Trail Blazer breakfast for the Calgary Homeless Foundation Councillor Chahal – Library introductory meeting with Mark and Rob
Mar 06	Strategy & Community Committee meeting
Mar 09	Coffee with Andrew
Mar 10	All-day Board Retreat
Mar 14	Board Agenda Meeting with Shereen, Bill and Heather Governance Committee meeting
Mar 16	Meet to discuss Foundation topic on Board Agenda, with Avnish, Bill and Ellen Gave welcoming remarks at “Think Big” event at Central Library
Mar 22	Meeting with Councillor Jeff Davison, Andrew Rodych and Bill Ptacek Audit & Finance Committee meeting
Mar 24	Special Library Announcement and Celebration at Giuffre Family Library

Throughout March:

- Communications regarding Board Member resignation
- 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
March 28, 2018
**Alexander Calhoun Naming
Recommendations and Additional Information**

GIUFFRE FAMILY LIBRARY ANNOUNCEMENT

As the Board requires more time to make a definitive decision regarding the continued honouring of Alexander Calhoun, the following statement will be given as part of the communications around the naming of the Giuffre Family Library (formerly Alexander Calhoun Library) on March 24.

“Later this year, the Library will announce its plans to continue honouring the public service contributions of Alexander Calhoun, Calgary’s first chief librarian and the Library’s longest-serving CEO.”

ALEXANDER CALHOUN RECOGNITION

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

Option #2: The Alexander Calhoun Library at Memorial Park

REQUEST FOR ADDITIONAL INFORMATION

As requested from the February 28 Board Meeting, the Executive Leadership Team completed some additional research into community feedback on the proposed renaming of Memorial Park Library. This was to confirm if concerns around negative community response were valid.

Representatives from the following community organizations were told that the Library was looking for an opportunity to honour Alexander Calhoun, one of our most influential staff members, and his lasting legacy in Calgary. They were told that Memorial Park Library was significant to his career and community impact. They were then asked:

How do you think your neighbourhood would respond to the renaming of Memorial Park Library?

How would you feel about the Library honouring this person through a dedicated space within Memorial Park Library?

COMMUNITY REPRESENTATIVES

- Bob Lang, President, Cliff Bungalow-Mission Community Association
- David Low, Executive Director, Victoria Park Business Improvement Area
- Peter Oliver, President, Beltline Neighbourhoods Association
- Councillor Jeromy Farkas, Ward 11
- Donna Bedry, Manager, Memorial Park Library

FEEDBACK

The majority of feedback was **against the naming of the building** (Option #2), with common reasons including:

- User confusion due to historical significance and usage.
- Memorial Park and Memorial Park Library are interchangeable in common vernacular.
- Social capital for park and library may lead to disengagement or negative response from the neighbourhood.

All community associations noted that there would likely be a **negative reaction to changing the building name**. Two community associations noted that this would feel counterproductive to recent efforts to revitalize the library, and that this confusing name change could hinder our goal of attracting more people to the location. Key comments included:

“The library and neighbourhood association have been working hard to revitalize the library, and would this hurt that work? The re-education process would need to begin again after several years of work.”

“Change of name may telegraph that there is trouble with the facility. There is fear in the community of the library closing since it is ‘under-subscribed,’ so any change of name may signal trouble with the facility or impending closing.”

All **community organizations favoured naming a space within the building (Option #1)**.

Councillor Farkas was not available for a phone conversation, but in a voicemail advised caution with renaming the building as it would be perceived as disrespectful to veterans.

Donna Bedry, Manager for Memorial Park Library, noted that we have received negative feedback and pushback on changes at Memorial Park Library. She also noted that user confusion was a concern and would mirror similar location challenges at Nose Hill and Fish Creek.

RECOMMENDATIONS

The Executive Leadership Team makes the following recommendations for Board approval:

- Due to community feedback, noted challenges and the desire for programmatic alignment, we advise that Option #1 (The Alexander Calhoun Salon at Memorial Park Library) be approved by the Board.
- The current Louise Riley Library is to be made exempt from gift naming agreements. This allows flexibility for future facilities development.
- Memorial Park Library will be made exempt from gift naming agreements.
- The Alexander Calhoun name will not be applied to any other location in the Library system. The only exception to this is if the Board decides to rename Memorial Park Library as the Alexander Calhoun Library at Memorial Park.

Thanks to a lot of help from Lori Kerr and the City's Civic Partner Team we have been able to work with The Hangar Flight Museum to explore the possibility of acquiring a helicopter for our new Seton Library. Like the firetruck (Engine 23) the helicopter would be an actual aircraft that would anchor the early learning area of that library. There is one helicopter in their collection that would work, but its historical status limits the amount of alteration for our needs. Anne Lindsay-Macleod is considering the donation of an out of service aircraft from some of the helicopter support companies in the area. Ownership in that case would go fully to the Library. In the case of the helicopter from their collection, it would require approval of their Board. In addition to this possibility, the Museum is very interested in partnering with the Library in air and space related programming throughout the City. It is potentially a great new partnership!



The Library participates in the Council of Champions, a group of civic organizations who have come together to focus on improving Calgary for kids, which is sponsored by the United Way. Recently the group has been focused on the opioid crisis and its impact on kids and families. This is a high priority for the City and just about every youth serving organization in the City is involved this effort. On June 4, 2018, the group led by the Chief of Police, the United Way and assistance from Alberta Health Services will conduct a leadership symposium on community-wide strategies for prevention and mitigation of the impact of the opioid crisis on youth. The Library continues to be an active partner in this work.

OPERATIONS

The **Memorial Park Library** will soon be getting a facelift. Starting next month, work will begin on repairing the sandstone around the building. While this work will not be as extensive as the work on old City Hall, it will take most of 2018 to complete. The location will be able to stay open throughout this project and inside work continues to reinvigorate the branch through programs, events and displays. In the photo below, a reading spot was set up in Memorial Park in February to connect readers to books about *hygge*, the trendy Danish concept of coziness, in a “hygge-



inspired space”. This reading spot is intended to promote reading in a customized space. We added elements like lights, candles and furniture to create a “reading vignette.”

Last month, all **Calgary Catholic School District (CCSD) students** were given Library accounts to access digital resources. This follows a similar partnership with the Calgary Board of Education (CBE) in 2017. Our work with schools continues to be a high priority for the Library and the school systems.

Our first annual **Sunny Side Up at the Library**: Free Teacher’s Breakfast and Open House, a collaboration with the Calgary City Teachers Convention Association, launched at Central Library on February 15. In one short hour, staff and volunteers at 10 different stations greeted over 150 educators and answered questions about our programs and services as they enjoyed breakfast. 100% of staff surveyed felt that the event created awareness about the Library for teachers. Teachers were present at Central throughout the rest of the convention, attending literacy sessions in the John Dutton Theatre and the Idea Lab.



The **Library Goes to Kindergarten** program (formerly Welcome to Kindergarten) is well into the planning phase with custom library cards, t-shirts by local artist Chris Pecora and a webpage to include information on this valuable program including an online form which allows schools to book their visits online. A book list has been created by the artist and is available on the website. Participants will also receive a commemorative Library Card that was designed by a local artist.

Mark Asberg will be reporting on the state of our school partnerships at the March Board Meeting.



Reading with Royalty, a new storytime program in partnership with Calgary Pride, launched to an excited audience of around 150 people at Central Library on February 25. This special interactive storytime, with guest readers from the local drag performer community, delighted audience members of all ages with a sparkly storytime, songs and rhymes with a focus on inclusion and belonging. Guests were invited after the storytime to dress up with some glittery and glitzy costumes and dress up clothes. Materials for future Reading with Royalty programs will go into kits to be sent to locations hosting the program. Having the new kit processes in place helped to make this a seamless effort.



The feature number from this month's Board Monthly Overview is the **Number of E-Access Memberships created for CBE and CCSD**. They are respectively CBE 122,000 and CCSD 52,000.

We received a bump in our active member count, due to the addition of CCSD e-access memberships. We do not count all 52,000 CCSD students as new active members, only the percentage of CCSD students we can reliably say did not already have a membership in advance of this initiative. Day-to-day membership growth has slowed somewhat, and threatens to be overtaken by the retirement of inactive memberships, adding urgency to the need to focus on membership growth for the rest of 2018.

Difficult weather did take its toll on some of our numbers this February, resulting in lower visit counts and a flatlining of program attendance, for instance. Print jobs decreased for the first time in recent memory, an occurrence we will track closely to determine if it is a onetime phenomenon or the beginning of a trend. All other numbers are within reasonable or expected margins.

Tumblebooks is showing good use by students, particularly the separate board:

<i>Book views</i>	<i>Total</i>	<i>Public school users</i>	<i>Separate school users</i>
January	43,803	11,646	26,073
February	38,854	9,990	22,366

Prior to the consortium agreement and promotion through the schools, use in 2017 was 5,156 in January and 4,087 in February.

In other news about the Library's digital resources, the **Public Library Services Branch** announced on March 15 that it is replacing Mango Languages with Pronunciator. Pronunciator will be available on April 2 while patron access to Mango Languages will cease as of March 30. Collections and IT will be working to manage the transition to the new product and communicating the change out to the system so that we are prepared to answer patron questions about the change. With such short notice on this change, it is possible that staff will encounter some patron comment.

OTHER

The Foundation is finalizing plans for its Gala Event that will take place around the opening of the new Central Library. They have landed on the date of Friday, November 2 to hold the event. Initial plans include activities throughout the building so that guests will be able to experience the full facility.

We are beginning to receive numerous booking requests for the new Central Library. Already November, December and January are almost entirely booked. Toward that end, the Library is planning a number of author presentations during the first year of the building.

First identified in the Plan for Innovation, the **Frontiers of Change** speaker series seeks to bring speakers and authors to our audiences and activate our new library. To promote the Library and the opportunities that this programming represents, Mary Kapusta, Director of Communications, and Steven Begrand, Events and Performance Hall Coordinator, travelled to Toronto to meet with some major publishers to build a relationship with the Library and source programming ideas for our new space.

The reception was overwhelmingly positive, with all the publishers noting how they can apply their experience with the Toronto Public Library to Calgary, and expressing gratitude for this important first face-to-face meeting.

We have created a good foundation to ensure a steady stream of talent and publisher involvement in the future programming at the Calgary Public Library. The visits were so successful that we anticipate making it an annual event.

Bill Ptacek
CEO

Date

Year

2018

Month

February

Monthly Community Library Results

February

Location	New Members		Visits		Circulation (Physical Items)		Computer Sessions		Chromebook Sessions		Wireless Sessions		Holds Filled (daily average)		Programs in the Library		Programs in the Community	
	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018
Alexander Calhoun	475	248	15,923	14,667	29,760	23,799	1,759	1,749	204	212	1,448	1,350	286	265	76	79	8	6
Bowness	204	137	7,538	6,791	13,027	10,111	1,284	1,216	192	300	590	638	106	99	31	37	6	2
Central	3,561	1,886	84,662	96,685	50,203	41,515	16,897	16,362	1,900	2,984	7,986	7,310	459	490	196	193	72	55
Country Hills	634	501	38,744	33,213	51,082	40,183	3,480	3,408	156	446	3,937	2,856	367	352	84	78	2	1
Crowfoot	767	662	39,501	34,597	85,158	66,991	3,775	3,575	452	432	6,049	3,674	746	694	107	116	9	8
Fish Creek	689	669	38,032	36,954	70,808	61,038	4,003	3,984	399	639	4,290	4,134	584	574	111	91	19	42
Forest Lawn	395	379	15,671	17,129	18,938	15,515	4,100	4,473	448	514	2,207	1,972	133	120	80	74	56	43
Judith Umbach	273	235	18,674	15,379	30,301	24,339	3,066	2,957	467	539	2,212	1,947	254	264	68	75	8	22
Louise Riley	299	253	30,000	23,009	38,902	33,035	2,747	2,882	526	800	2,201	2,003	424	414	43	50	13	17
Memorial Park	135	148	8,377	9,227	9,735	9,142	1,343			747	796	658	137	131	19	24	6	14
Nicholls Family	336	240	16,259	16,164	16,534	13,305	1,210	1,283	895	1,070	2,234	2,097	131	140	28	36	7	5
Nose Hill	335	270	30,252	28,564	50,561	43,125	2,728	2,867	481	507	2,585	2,502	435	429	61	59	6	6
Quarry Park	390	329	21,654	11,056	23,263	21,541	1,686	1,539	180	179	1,537	1,658	122	143	43	33	2	2
Rocky Ridge		124				6,621						2,250		2		29		0
Saddletowne	567	630	45,214	39,405	25,669	21,122	6,147	6,297	1,740	2,671	3,909	3,691	124	116	69	72	6	21
Sage Hill	9	161		3,945		5,935				317		248		25		41	1	0
Shawnessy	701	616	47,037	46,447	61,165	50,176	4,315	4,605	854	897	4,748	3,834	580	521	105	110	14	16
Signal Hill	468	467	31,643	31,513	62,701	55,050	2,661	2,858	234	271	2,334	2,255	573	557	87	92	5	10
Southwood	216	227	13,653	12,182	26,811	22,089	1,687	1,628	180	284	1,121	1,035	305	291	60	45	7	14
Village Square	450	431	36,379	34,003	28,443	22,774	3,945	3,900	1,579	2,009	2,843	2,166	176	153	81	89	14	43
	10,904	8,613	539,213	510,930	693,061	587,406	66,833	65,583	10,887	15,818	53,027	48,278	5,942	5,780	1,349	1,423	261	327

Date										Library Space										Access to Technology																								
Year		2018								Visits										Total technology sessions																								
Month	February									Feb	2018	510,930		-5%	YTD	2018	1,121,571		2%	Feb	2018	233,168		-14%	YTD	2018	510,321		-10%															
											2017	539,213				2017	1,104,081				2017	566,031																						
New Members										Room bookings										...computer sessions																								
Feb	2018	8,613		-21%	YTD	2018	18,210		-12%	Feb	2018	540		23%	YTD	2018	1,202		19%	Feb	2018	65,583		-2%	YTD	2018	138,526		-0%															
	2017	10,904				2017	20,603				2017	439				2017	1,013				2017	138,798																						
Active Members										Collections										...chromebook sessions																								
Feb	2018	643,059								Feb	2018	15,818		45%	YTD	2018	33,457		45%	Feb	2018	15,818		45%	YTD	2018	33,457		45%															
											2017	10,887				2017	23,047				2017	23,047																						
Programs & Outreach										Physical items acquired										...wireless sessions																								
Programs										Feb	2018	18,431		-9%	YTD	2018	46,569		33%	Feb	2018	48,278		-9%	YTD	2018	99,966		-9%															
...in the library											2017	20,191				2017	35,029				2017	109,890																						
Feb	2018	1,423		5%	YTD	2018	2,788		9%	Feb	2018	1,422,594		-1%		2018				Feb	2018	103,489		-27%	YTD	2018	238,372		-19%															
	2017	1,349				2017	2,563				2017	1,435,623				2017					2017	294,296																						
...in the community										Expenditure on physical items										Website, Catalogue & Social Media Followers																								
Feb	2018	364		22%	YTD	2018	646		9%	Feb	2018	427,651		64%	YTD	2018	910,092		26%	Website sessions																								
	2017	298				2017	595				2017	724,951				Feb	2018	628,029		-9%	YTD	2018	1,326,091		-1%																			
...for adults, seniors or all ages										Total expenditure												Feb	2017	691,780				2017	1,338,236															
Feb	2018	566		3%	YTD	2018	1,082		2%	Feb	2018	683,723		42%	YTD		2018	2,099,696				14%	Catalogue sessions																					
	2017	552				2017	1,057				2017	482,651				2017	1,834,236				Feb		2018	420,963		-1%	YTD	2018	874,827		-2%													
...for kids & teens										Circulation													Feb	2017	425,511				2017	892,937														
Feb	2018	1,221		12%	YTD	2018	2,352		12%	Total Checkouts													Feb	2018	39,863		16%		2018															
	2017	1,095				2017	2,101				2017	1,068,046		-9%	YTD	2017	2,271,128		-7%		Feb	2017		34,303				2017	892,937															
Total number of programs										...physical items										Social media followers																								
Feb	2018	1,787		9%	YTD	2018	3,434		9%	Feb	2018	862,797		-12%	YTD	2018	1,840,655		-10%	Facebook, Twitter, Instagram & LinkedIn																								
	2017	1,647				2017	3,158				2017	981,528				2017	2,043,444																											
Program participants										...digital items										Holds																								
Feb	2018	28,485		-0%	YTD	2018	59,067		6%	Feb	2018	205,249		5%	YTD	2018	430,473		6%	Active holds					Members with active holds																			
	2017	28,515				2017	55,496				2017	194,846				2017	407,807				Feb	2018	246,504		4%	YTD	2018	45,804		5%														
																						Feb	2017	237,709				2017	43,463															

Report to the
Calgary Public Library Board
22 March 2018
Calgary Public Library Foundation Update

MARCH HIGHLIGHTS

Gifts Secured

- \$400,000 gift agreement being finalized for Cenovus Classroom at NCL and 3 Year Campus Calgary Library School supported by Cenovus.
- \$124,000 first payment installation received from Anonymous Donor for Storytruck purchase for Early Childhood Outreach initiative.

Other Highlights

- Giuffre Family Library naming announcement events on March 23 and 24.
- \$1,000,000 gift of family trust in cultivation with anticipation of confirmation by end of April.
- \$1,000,000 gift in development with a local family with support from a Library Foundation Board Member.
- \$100,000 gift for arts and culture program being finalized with a local individual.
- Inspiring Women campaign and presentation in development with Council of Champions and appeal to book clubs, women's special interest groups, etc.
- 4 grant submissions made to support Library Digital Literacy strategy, Early Childhood (x3)
- Initial Add In Founding Partner Impact Report delivered to Nexen, A CNOOC Limited Company.

Declines

- Shaw Communications \$500,000 ask for Summer Learning initiative.
- Calgary Foundation Neighbour Grant (in-eligible; for grassroots organizations only).

APRIL FORECAST

- Media campaign for Windows of Opportunity initiative to target different demographics with Avenue magazine and Business In Calgary.
- Charity Casino is planned for April 15 and 16. Volunteers are still required and help from Library Board members will be appreciated.
- Leadership Breakfast planned for April 29 has been cancelled.
- Individual and Corporate gifts continue to be cultivated at all financial levels by major gift team including Library Foundation Council of Champions support with National Bank. Other corporate discussions underway include Field Law; Hopewell Residential; Shell Canada; Crescent Point Energy; Stuart Olson.
- Library After Dark event is planned for May 4.
- New Central Library Opening Celebration confirmed for November 2.

ORGANIZATIONAL NEWS

The Library Foundation is in a time of renewal with recruitment underway for three positions. We bid goodbye to great teammates and the significant contributions made in support of the Library cause.

ADD IN CAMPAIGN – KEY PERFORMANCE INDICATORS (AS OF MARCH 21)

- Campaign to Date Raised: \$324,656,209
- Year to Date Raised: \$4,272,060
- Total Campaign Gifts: 47,543
- Unique Donors: 15,251
- Windows of Opportunity: 1206 total
 - 1121 at \$100
 - 56 at \$2018
 - 9 at \$5000

Report to the
Calgary Public Library Board
March 28, 2018
2017 Audited Financial Statements Report

I. ISSUE

Review of Draft Audited Financial Statements for the year ended December 31, 2017.

II. BACKGROUND

Representatives from Deloitte will be in attendance at the committee meeting to present their report and review the results of their audit.

III. RECOMMENDATIONS

That the Calgary Public Library Board's Audit & Finance Committee recommend that the Calgary Public Library Board:

- a. Receive Deloitte's Year-end Communication on 2017 audit results dated March 23, 2018 for information.
- b. Approve the Draft Audited Financial Statements of the Calgary Public Library Board for the year ended December 31, 2017.

Elrose J Klause, CMA
Controller and Director, Financial Services

Attachments:

1. Year-end Communication to the Calgary Public Library Board (separate attachment)
2. 2017 Draft Audited Financial Statements (separate attachment)
3. Oversight of the External Auditor: Guidance for Audit Committees (online)
<https://www.cpacanada.ca/en/business-and-accounting-resources/audit-and-assurance/enhancing-audit-quality/publications/external-auditor-oversight-audit-committee-guidance>
4. Annual Assessment of the External Auditor: Tool for Audit Committees (online)
<https://www.cpacanada.ca/en/business-and-accounting-resources/audit-and-assurance/enhancing-audit-quality/publications/annual-assessment-of-external-auditor-tool>

Report to the
Calgary Public Library Board
March 28, 2018
Annual Risk Review

I. ISSUE

The purpose of this report is to provide an annual review of categories identified by the Calgary Public Library as presenting the greatest risk to the Library in meeting its strategic objectives. There will also be an opportunity for Library Administration and the Committee to discuss the validity of the risks that are reported and any emerging risks that have not been previously identified as significant.

II. BACKGROUND

In early 2014, KPMG was engaged to assess the Integrated Risk Management process developed by the Calgary Public Library. In March 2014, they presented a report to the Audit Committee comparing the Library's processes to best practices, and providing recommendations to assist the Library in improving its Integrated Risk Management review and reporting.

One of the recommendations was to simplify the Board reporting process by concentrating at the Strategic Level on the risk categories that present the greatest risk to the Library, and identifying the highest risk factors within each of those categories.

Working under the direction of the Library's Audit and Finance Committee, Library Administration adopted that recommendation. The following categories were considered to contain the highest level of risk to the achievement of the Library's strategic objectives:

- Strategic
- Finance
- People
- Operations
- New Central Library
- Security

These categories have evolved to reflect both changed circumstances and increased experience in determining which risk measures pose the most concern. The current measures that are reported to the board on a quarterly basis are:

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

Most of the measures in these categories were present in our original risk reporting. There have been several additions, such as service innovation and collection adequacy, and several revised measures, specifically security changes were modified to recognize the recommendation in the City Auditor's review of Operational Readiness for the New Central Library. Several items have been removed where the risk and the impact are very low. Even where items are not being reported any risk factors are still reviewed through regular work practices.

Each category contains factors that have been analyzed to determine the risk to the Library if there were no mitigation controls in place, and what the risks are after mitigation controls are in place. This information is presented annually through a heat map showing the results of this analysis (Attachment 1). A second page of that attachment lists many of the mitigations that are in place to reduce the risk to the more acceptable post mitigation level.

During the annual review the Committee will also be given the equally important opportunity to inquire about and discuss the ongoing relevance of these categories, and an analysis of the difference between the pre- and post-mitigation impact of each item. Administration will also advise if there are any emerging risks that should be considered in future reports.

Library administration is also committed to providing quarterly risk updates to the Audit Committee. The quarterly reports monitor the current state of each risk category.

III. INVESTIGATION: ALTERNATIVES AND ANALYSIS

Using qualitative and quantitative analysis, the significant risks in the risk categories of the Strategic Level Risk Register have been analyzed to ensure that the level of risk remains acceptable for the purposes of achieving strategic outcomes, and that mitigation to reduce the level of risk has been applied where appropriate and practical. The analysis is drawn from many sources, including Board reports and motions, the incident reporting system, analysis of health and safety data through the Human Resources department and the Library's Joint Health & Safety Committee, financial monitoring, and other sources. Each member of the Executive Leadership Team has contributed to ensuring the success of this process.

IV. ASSESSMENT

Attachment 1 is an update to the "pre" and "post" mitigation risk evaluation of the categories currently presented as containing the highest risk factors to the achievement of the Library's strategic objectives. While we attempt to use available data, many determinations remain very subjective. Although the map is relatively stable compared to last year's, there have been some changes in both "pre" and "post" risk evaluations. Changes that occurred in the Before Mitigation column may be due to more experience in assessing the risk factors, coupled with changing points of view (subjectivity). The changes that occurred in the After Mitigation column are based on the most recent data available, as well as additional experience in assessing these risks.

The biggest change in the measures since our last annual risk review is to focus on how the Library will remain relevant, which will be the main determinant in achieving the Strategic Goals of strengthening neighbourhoods, bringing the library into more people's lives, and focusing on services that make a difference. This is a broadening of the previous Strategy category.

Most of the factors in this category have remained. Service innovation has been added and volunteer availability has been moved from the former People category.

Apart from the volunteer measure, and the staff engagement measure which is now reported under Operations, the other measures in the People category, due to the combination of consistent low risk/low impact measures, are no longer being reported and the People category has been dropped from the heat map. We will continue to monitor all staffing categories, but the items that are low risk/ low likelihood at both “pre” and “post” mitigation levels will not be reported unless conditions change.

Only one category, Central Library Security, remains in the red “post” mitigation. This category also continues to receive additional resources, such as better training for our security to allow them to manage challenging situations, to mitigate any reputational damage to the Library.

V. RISK ASSESSMENT

The Library builds risk assessment into new initiatives and ongoing services. Some risks are easily identifiable and thus easily mitigated. However, the assessment of some risks is based on common sense and can be very subjective. Unlike other disciplines, there are few rules or measures to guide either Library Administration or the Board on all categories of risk. Ongoing monitoring and analysis of new developments is always required.

VI. RECOMMENDATION

That the Audit & Finance Committee recommend that the Calgary Public Library Board receive the Annual Risk Review for discussion and information.

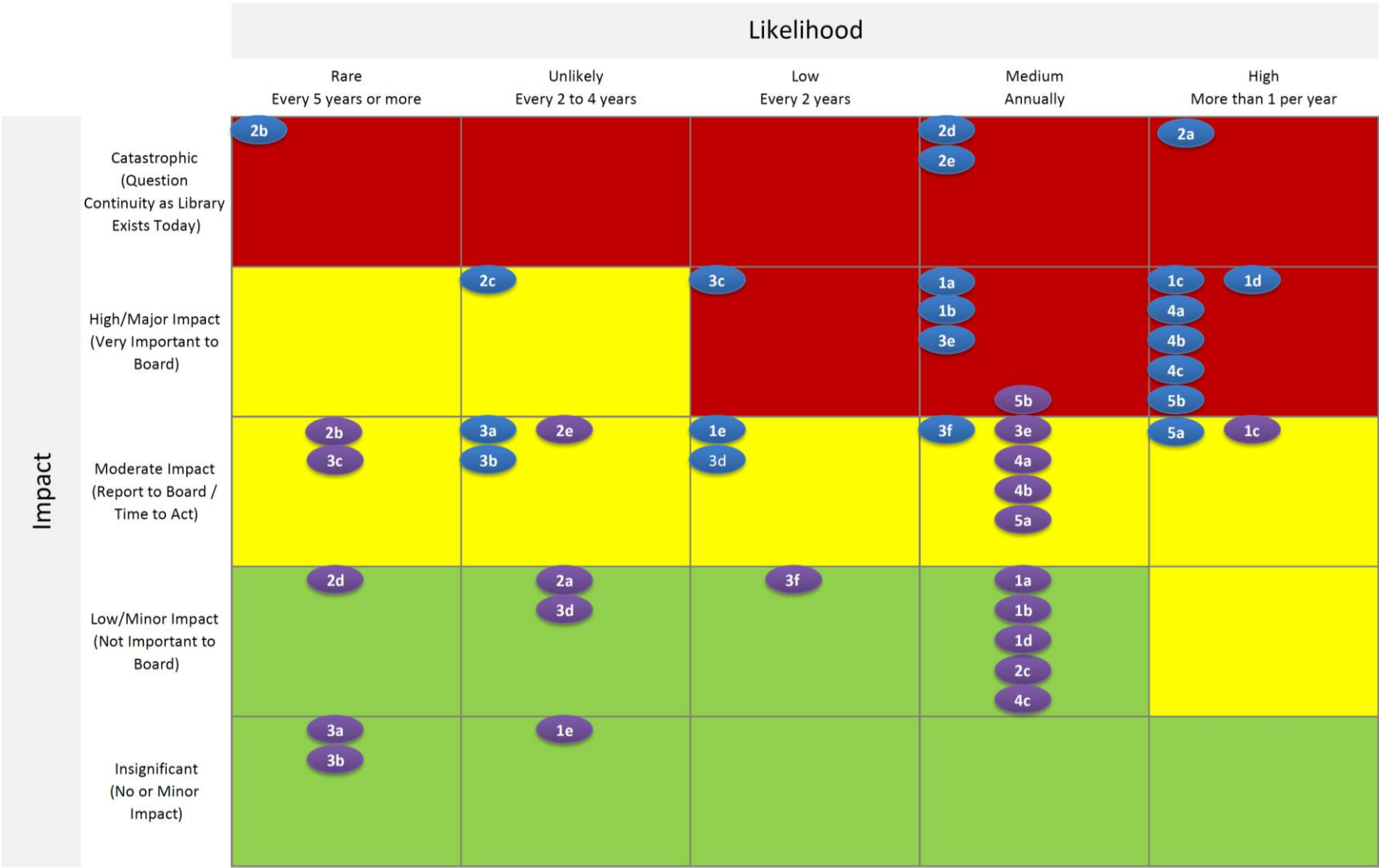
Elrose J Klause, CMA
Controller and Director, Financial Services



Attachments

1. Heat map of major risk factors in each of the categories identified as posing the greatest risk to the Library achieving its Strategic Objectives (Includes mitigation for each risk factor identified)

Report to the Audit and Finance Committee
Calgary Public Library Board
March 22, 2018
Annual Risk Review - Heat Map

Attachment 1



Conditions	
	Before Mitigation
	After Mitigation
item - measure	
1	Relevance
a	Members/capita - quarterly count
b	Customer Satisfaction - annual survey
c	Community Partner Involvement in Programs - quarterly count
d	Service Innovation - quarterly count
e	Availability of Volunteers - quarterly count
2	Finance
a	Fraud - instances/quarter
b	Funding - annual budgeted revenue
c	Allocation of Resources - annual review
d	Planned Operating Expenditures - quarterly review
e	Planned Capital Expenditures - quarterly review
3	Operations
a	Building Visits - quarterly count
b	Website and catalogue sessions - quarterly count
c	Facility Availability - quarterly review
d	Relationships with Partners in Joint Facilities - quarterly review
e	Collection meeting community needs - annual turnover rate
f	Staff Engagement - annual survey
New Central Library	
4	
a	Construction and Commission - quarterly review
b	Operational Readiness - % of tasks overdue
c	Status of service/program development per Priority 1 Plan - %
Safety / Security	
5	
a	Incidents at Community Libraries - quarterly ratio of incidents per 10,000 visits
b	Incidents at Central Libraries - quarterly ratio of incidents per 10,000 visits

Risk	Mitigation
1 Relevance	
a Active Members/Capita	Membership retention project to strengthen relationship with existing cardholders Improved on line communication to members Free library cards Distribution of library cards to students in both school boards Distributing library cards at all events Easy online self-registration
b Customer Satisfaction	Programs designed for biggest impact Enhancing the look and feel of all community libraries Renovations Marketing collections, including themed collections, lighted shelving and “We Recommend” sections at all libraries
c Community Partner Involvement in Programs	Develop successful relationships as a means to create opportunities to partner with others (i.e., Partnerships with CBE is creating opportunities to partner with SAIT and CCSD) Executive leadership energy directed to building and fostering new strategic partnerships
d Service Innovation	Maintain a balance between the number of innovative programs being developed and our capacity to develop them
e Availability of Volunteers	Maintain volunteer background checks Provide training to volunteers Monitor volunteer contributions
2 Finance	
a Fraud	Adherence to policies / procedure Well documented procedures, including: Segregation of duties Purchasing controls Approvals by supervisor (one up) External auditors
b Funding	Transparency and openness with government and other funders Effective, efficient delivery of current services and programs Ongoing dialogue with funders
c Allocation of Resources	Monthly oversight by the Library’s Senior Management Team Quarterly oversight by the Library’s Audit & Finance Committee

d	Planned Operating Expenditures	Daily oversight through purchasing and payment controls, including one up approvals Monthly oversight by the Library’s Senior Management Team Quarterly oversight by the Library’s Audit & Finance Committee
e	Planned Capital Expenditures	Daily oversight through purchasing and payment controls, including one up approvals Monthly oversight by the Library’s Senior Management Team Quarterly oversight by the Library’s Audit & Finance Committee
3 Operations		
a	Building visits	Enhancing the look and feel of all community libraries Increased hours of service Regular safety inspections Building library collections to ensure everyone can find a great read in the Library Increasing in-house programming and special events to entice Calgarians to visit libraries Free meeting rooms for community events, computer availability and wireless access Regular safety inspections Market conditions are regularly monitored to keep library jobs competitive with the overall Calgary market
b	Website and catalogue sessions	Implemented new, more attractive and usable catalogue and website Keep content current, updated and relevant New services and collections reflected on website Reducing barriers to e-Resource access for students
c	Facility availability	Minimize closures during renovations while maintaining patron safety Respond to unplanned closures in a timely and effective manner Ensure that routine maintenance is up to date and needed repairs are reported and addressed in a timely way
d	Relationships with partners in joint facilities	Joint Operating Committees are in place at multi-use sites to prevent issues from escalating Regular meetings initiated between Project Engineer at Calgary Transit (Nicholls Family Library), and the Library’s Service Delivery Manager. Requesting two weeks advance notice from partners for planned facility closures
e	Collection meeting community needs	Collection purchases are made in response to member preferences, monitoring the use of the existing collection, and in response to market trends
f	Staff engagement level	Online and paper based communication tools are used to distribute information, in addition to frequent face-to-face meetings Sampling of the workforce takes place at regular intervals and issues raised are dealt with at that time. An online suggestion system allows staff to suggest change whenever it occurs to them
4 New Central Library		
a	Construction and Commission (based on CMLC Risk Register presented at NCL Steering Committee Meetings)	The Library is an active participant in monthly steering committee meetings where construction and commissioning progress is discussed
b	Operational Readiness	Move planning consultant in place

Internal readiness committee initiated with representatives from CMLC and the City of Calgary
Library cross-departmental transition plan has been developed, and key move-in tasks have been shared with CMLC and COC

- c Status of service/program development per Priority 1 plan
 - NCL plan for innovation updated monthly
 - Implementation plan updated regularly
 - Trialing innovative projects, such as the Create Lab and Campus Calgary Collaborative Work Teams
 - Joint Service Design and Service Delivery project management teams
 - Biweekly check-ins on project status

5 Security

- a Incidents at Community Libraries
- b Incidents at Central Library
 - Focused staff training on Safety and Security and Working with Vulnerable Populations
 - Revised and updated Problem Situation Guide and Emergency Response Plan
 - New industry standard incident reporting software being implemented
 - Stricter application of the Library's Code of Conduct
 - Employment of a City of Calgary Security Advisor, whose sole focus is the Library system
 - Developing closer relationships with Calgary Police Service and other law enforcement agencies
 - Extensive work implementing Crime Prevention through Environmental Design elements, many of which were recommended by CPS
 - Improvements to performance of security contractor, including more effective deployment of guards in multiple locations
 - Concentrated efforts to bring new and diverse demographics to Central Library through extensive programming and community events
 - Community engagement in the Beltline to explore, identify and implement new programs and features at Memorial Park Library to promote pro-social activities in the Library
 - Bannings are now communicated to shared facilities, at which point facility wide bannings are then put in place
 - Increased guard deployment at Nicholls Family Library
 - Locked bathrooms at both Nicholls Family Library and Memorial Park Library
 - Security guards from Central now cover shifts at community library locations, helping to identify banned persons before they enter the library
 - The Library is collaborating with stakeholders around Westbrook Mall to develop joint security strategies
 - CCTV camera is live on the front door of Central (monitored by the City and CPS)
 - The Library is developing relationships with the CPS Aboriginal Liaison Officer
 - All Library Guards are participating in Aboriginal Awareness training offered by Gaurda
 - All security personnel have participated in non-violent crisis intervention refresher training
 - General personal safety training for staff added to regular training
 - Library staff have participated in CPS training on large event security protocols, active assailant fentanyl awareness, and safe consumption sites
 - Critical incident procedures have been added to the problem situation guide
 - Forest Lawn has new cameras and cameras were added at Sage Hill.
 - All upcoming library renovations and new libraries will have a standard set of cameras placed
 - New cameras at Nose Hill
 - Increased security hours at Nicholls Family Library
 - Security contractor contacted re training for security to administer naloxone
 - Safety and security professional learning sessions for staff
 - Security participated in select library training sessions during accelerator week
 - Westbrook stakeholder meetings initiated

Report to the
Calgary Public Library Board
March 28, 2018
Governance Committee Meeting
Wednesday, March 14, 2018
(based on draft unapproved minutes)

In Attendance:

Board

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

Administration

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

Regrets:

Ms. Debra Giles

I. Treaty 7 Opening

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

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

II. Review of Agenda

The Agenda was approved as presented.

III. Approval of Minutes

MOVED by Mr. Mehta, that the minutes of the January 10, 2018 Governance Committee meeting be approved as written.

Carried Unanimously

IV. Business Arising from Minutes

A. CEO Annual Evaluation

Ms. Hutchinson reported that the annual CEO evaluation has been completed for the 2017 year. She suggested that changes be made to the metrics portion, particularly the media ratings. The Committee will review that in May or June and added this to the workplan.

B. CEO Transition/Succession Plan

This item has also been completed and the topic of long term transition/succession planning will be added to the Committee workplan for annual review.

The Committee discussed, in general terms, some of the topics which had arisen in the in camera discussion held at the last Board meeting. It was agreed that it would be a good idea to capture the intention behind what has been included and not included in the plan to ensure future Boards understand the context and approach. Ms. Hutchinson agreed to create a preamble statement for the Board handbook and to circulate it to the Committee prior to taking it to the Board at the March meeting.

Action Item	Person Responsible	Timeline
Add CEO Evaluation metrics review to Committee workplan for June	Admin	immediately
Add long term CEO transition/succession plan to Committee workplan for annual review	Admin	immediately
Create preamble statement for Board handbook indicating the intent behind development of the CEO Transition/ Succession plan. Circulate this to Governance Committee prior to discussion at March Board meeting	Ms. Hutchinson	immediately

V. Board Recruitment

Ms. Janet Hutchinson, Board Chair

Ms. Hutchinson reported that she had been approached by two other board with similar schedules who are interested in partnering with the Library on recruitment. The Committee discussed some of the advantages and disadvantages of working with other organizations and speculated on how a collaborative process might work best. It was agreed that the Board has been very happy with the work done by Pekarsky and Co., particularly the level of candidates and the pricing, and would be interested in using them again. It was suggested the Committee talk to The City to inquire whether there were additional organizations who might also be interested in a collaborative approach to Board recruitment.

After discussion, the Committee also agreed to recommend to the Board that the vacant position be filled in November.

Ms. Hutchinson will be doing mid-year check-ins with Board members in the coming month.

Action Item	Person Responsible	Timeline
Announcement that in April, the Governance Chair will be sending out emails regarding Board members whose terms are expiring	Ms. Samuels	March Board meeting
Review recruitment RFP with Mr. Dave Tickner	Ms. Samuels	Before April 11
Follow up with City about other boards who may be interested in a collaborative recruitment process	Ms. Hutchinson	Before April 11

VI. Succession Planning for Board Chair/Clarification of Vice-Chair Role and

VII. Debrief of Organizational Meeting and Orientation Process

The Committee discussed how best to organize the transition and election of the Board Chair. It was agreed that the Governance Chair would contact Board members after the appointments had been announced in the fall. An email would be sent containing the Committee workplans and information on skill gaps. Board members would be requested to indicate their preferences and alternates for Committee membership and interest in standing for the Chair and Vice-Chair positions and for the Foundation and ALTA representative. Elections and appointments would take place at the Organizational meeting and would happen in a smoother and more rapid manner.

Action Item	Person Responsible	Timeline
Compose draft email to be sent prior to Organizational meeting	Ms. Hutchinson and Ms. Samuels	Prior to September 12 th
Talk to Boards who are interested in collaborative recruiting about how they do succession planning and organizational meetings	Ms. Hutchinson	

VIII. Progress of New Board Member's Orientation

Ms. Hutchinson reported that Mr. Rodych is pleased with his orientation. He is enjoying the formal/informal aspect of Board and Committee meetings and was surprised at the complexity of the Library. Mr. Macaulay, who acts as Mr. Rodych's Board Buddy/Mentor indicated that Mr. Rodych is very curious and asks straightforward and thoughtful questions.

IX. Committee Workplan

Ms. Robertson reviewed the items to be added to the workplan:

- Review of CEO evaluation metrics in June
- Annual review of CEO transition/succession plan
- Articulation of Board recruitment plan

X. Other Business

There was no other business.

XI. Adjournment

MOVED by Ms. Hutchinson, that the meeting be adjourned at 6:38 pm.

Report to the
Calgary Public Library Board
March 28, 2018
Strategy and Community Committee Meeting
Tuesday, March 6, 2018
(based on draft unapproved minutes)

In Attendance:

Board

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

Regrets:

Ms. Catherine Angus
Ms. Deb Giles
Mr. Andrew Rodych

Administration

Mr. Bill Ptacek, CEO
Mr. Mark Asberg, Director, Service Delivery,
Community Libraries and System Operations
Ms. Barb Gillard, Business Analyst
Ms. Mary Kapusta, Director, Communications
Ms. Elrose Klause, Controller and Director, Financial Services
Mr. Paul Lane, Director, Corporate Services
Ms. Sarah Meilleur, Director, Service Delivery,
New Central Library and City Centre Community Libraries

I. Meeting Opening

Mr. Macaulay acknowledged 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.

II. Review of Agenda

The Agenda was approved with no changes. The Capital Planning discussion may be moved to later in the agenda to accommodate Mr. Ptacek's schedule.

III. Approval of Minutes

The Minutes of the February 6, 2018 meeting were approved with no changes.

IV. Business Arising and Review of Action Items

There was no business arising. All actions items are either underway or completed. Materials for the upcoming Board retreat will be distributed electronically today.

V. New Strategic Plan Development

Mr. Mark Asberg, Director, Service Delivery

In February, engagement sessions took place with groups of Library staff members representing all locations and departments and all levels of the organization. The intention behind these sessions was to develop a deeper understanding of the new strategic plan across the system and to get employee input on specific tactics the Library might undertake to advance the goals of the new strategic plan. The Board will discuss at the retreat whether those action items align with the mission, vision, values and quality of life statements developed in 2017. Mr. Lane noted that the Board members can concentrate on what they, in their role as community representatives, see as the areas of focus for the Library for the next four years. At the retreat, Board and ELT members will break into smaller groups for discussion after the initial presentation of the results of the employee engagement with the strategic plan. Mr. Lane is confident that staff were able to present the concerns of patrons. Once content of the new strategic plan is settled, Ms. Kapusta and her team will create the final document.

Ms. Gillard was introduced to the Committee.

Action items arising	Person Responsible	Deadline
Complete final Strategic Plan document	Ms. Kapusta	April 20

VI. Board Retreat

The agenda was confirmed for the day and will be sent later this week, along with information about the New Central Library Tour.

Ms. Giles has sent her regrets for the day.

8 am Board only in the St. Louis. Food and beverages will be served.

9 am Tour of the NCL starting from the St. Louis. Clothing restrictions will be sent beforehand with the package.

After the tour the strategy session will begin.

Lunch will be served at the Foundation offices at noon.

The Blanket Exercise will not include the Councilors who have already completed it.

Following the Blanket Exercise, staff members will leave and Board and ELT will review the day.

Ms. Meilleur reported that over 200 Library staff have completed the Blanket Exercise and training in Indigenous Services will begin this year in collaboration with the Glenbow Museum.

Action items arising	Person Responsible	Deadline
Organize swag and pens and paper for Board	Ms. Kapusta	March 9

VII. Board Advocacy Plan Review

The Committee discussed the fact that the existing document was structured around the Library's immediate and ongoing needs, as suggested by ELT, and Board members' stated interests in advocating on behalf of the Library in the community and representing the community to the Library. It was agreed that the document needed to be reviewed and updated.

The following changes were agreed to:

Item 1 *Relationships* with Potential Library Partners

To help *sustain* CPL services...

Item 2 No change

Items 3, 4 and 5 will be combined under the heading Levels of Government

Item 6 Remove the subordinate sentence

Item 7 Delete this item

Item 8 No change

Item 9 Delete this item

Removed column entitled Interested Team Members

New items to be added:

Activate new libraries

Community feedback – Board members as conduit for community feedback.

Learning with the organization and strategic priorities

The Committee will review the document annually at a minimum or as needed.

Action items arising	Person Responsible	Deadline
Update Board Advocacy Plan document	Ms. Kapusta	March 23
Add review of board advocacy plan to Committee workplan	Admin	March 23
Present revised chart (to be included in Committee's draft minutes) at March Board meeting, inviting Board comment	Mr. Macaulay	March 28

VIII. Capital Planning

Mr. Paul Lane, Director, Corporate Services

Mr. Lane explained that The City asks the Library for capital requests on an annual basis. This is different from the Master Facility Plan and the capital planning line in the Library's annual budget. It is meant to keep The City apprised of Library needs and allows them to take advantage of arising opportunities. Included in the capital request report is the maintenance or replacement of existing libraries as well as the building of new libraries. The City's current thinking is to combine building projects. The consolidation of new-build leisure centres and libraries is an example of this. Currently, there are unique opportunities available for inner-city community libraries. Louise Riley has nearby development, Alexander Calhoun has City property around it and there are interesting partnerships arising with, as one example, affordable housing groups. It was agreed

that the Councillors would be invited to an upcoming Strategy and Community meeting to discuss capital plans.

Action items arising	Person Responsible	Deadline
Invite Councillors Farrell and Woolley to April S&C meeting to discuss capital plans	Mr. Asberg	March 15

IX. New Central Library Operational Readiness

Ms. Sarah Meilleur, Director, Service Delivery

Ms. Meilleur noted that good progress is being made on the project and highlighted the following:

- IT equipment installation is beginning in early March and AV equipment orders have been placed
- Promotional strategy is complete and marks a significant accomplishment
- Many service components have moved from design to delivery stage
- Security plans for the transition to the new building and for implementation in NCL have been completed
- Other city center libraries are preparing to receive redeployed resources to support relocated services (e.g. ChromeBooks) in the short time between the phased closure of current Central Library and the opening of NCL.

The lease for NCL is project to be in place by July 1. Mr. Lane added that lease negotiations are well underway.

Action items arising	Person Responsible	Deadline
None		

X. Annual Hours of Service Review

Mr. Mark Asberg, Director, Service Delivery

Mr. Asberg reviewed his report, noting the increase in hours of service again this year. While the Committee asked if community outreach work should be included in these operating hours, the purpose behind this annual report is to describe full service hours in physical library spaces across the system. Community outreach numbers, including book truck visits, are reported monthly to the Board.

Action items arising	Person Responsible	Deadline
Investigate methods of capturing community outreach hours	Mr. Asberg	

Updated Calgary Public Library Board Advocacy Priorities (Draft)
March 20, 2018

Role	Board Advocacy Priorities
Leader	<p>Build and Maintain Relationships with Existing and Potential Partners Strategic networking to help create collaborative opportunities to sustain and expand Library services and programs</p> <p><i>For instance, identifying potential Library partners and connecting them with Library administration, attending events supporting Library partners</i></p>
Leader	<p>Promote Volunteerism at the Library Supporting the work of Volunteer Resources</p> <p><i>For instance, connecting potential volunteers with the Library and thanking volunteers individually or collectively for their contributions</i></p>
Leader	<p>Celebrate the Growth of Calgary Public Library Participating in the activation and launch of new Library facilities</p> <p><i>For instance, attending community engagements leading up to new builds and participating in grand opening events</i></p>
Advocate	<p>Connect with Municipal, Provincial, or Federal Government Leadership Providing support for building stronger partnerships/relationships with all levels of government (primarily City of Calgary, but also relevant Provincial and Federal Ministries/Departments/Institutions)</p> <p><i>For instance, participating in meetings with new City Councillors or provincial and federal government representatives</i></p>
Advocate	<p>Support the Calgary Public Library Foundation Working with the Foundation to identify roles and opportunities in support of the Foundation's development goals</p> <p><i>For instance, participating in Foundation led Library tours, attending Foundation events and occasions recognizing philanthropic support of the Library</i></p>
Advocate	<p>Represent the Community to the Library Conveying community information to the Library and leveraging community connections</p> <p><i>For instance, relaying community comments to administration, being an active citizen (e.g. in Community Associations) who gains intelligence and cultivates contacts beneficial to the Library</i></p>
Learner	<p>Attend the Alberta Library Conference Exploring and sharing best and leading practices with other Alberta libraries</p> <p><i>For instance, presenting new and successful Calgary Public Library Board initiatives, networking, and building relationships</i></p>
Learner	<p>Learn, Change, and Grow with the Library Building personal capacity to speak confidently about Library priorities and the continuing evolution of Library services and programs</p> <p><i>For instance, developing awareness and knowledge in key areas of focus for the Library (e.g. working with Indigenous communities, early literacy, Library service transformation), attending Library provided media training</i></p>

Report to
The Calgary Public Library Board
March 28, 2018
Update on Strategic Planning

I. PURPOSE

To update the Calgary Public Library Board on progress towards finalizing the 2019 – 2022 Strategic Plan.

II. BACKGROUND

The Board held a special meeting on March 10, 2018 to discuss priorities for the next planning cycle consistent with the new vision, mission and value statements adopted in 2017. Administration has incorporated feedback from that meeting to propose six priorities for the new strategic cycle.

III. INCLUSIVE AND COHESIVE COMMUNITIES

The Board had previously identified an outcome of “inclusive and cohesive communities” as a desired impact of the Library’s work. Indicators of this outcome include:

- A sense of belonging (to a community),
- A sense of empowerment in community decision-making, and
- An ability to empathize and interact across differences.

Administration proposes to influence this outcome through focus on the following three priorities when considering specific annual objectives and initiatives during this strategic cycle:

A. Reconciliation

Calgary Public Library commits to forging a path of Reconciliation by listening to, learning from, and building relationships with local Indigenous communities – particularly those of the Treaty 7 region in Southern Alberta, as well as the Métis Nation of Alberta, Region III.

Indigenous youth and young adults are a growing, yet underserved population, and we will eliminate systemic barriers to access the Library, particularly for these groups. Indigenous users will see themselves reflected in the Library spaces, collections, in programs, and staff.

B. Inclusion

Everyone in our city should feel a part of the community. There are some residents who want to use our services, but are underserved, marginalized, or hard to reach. This includes newcomers to Canada, people living in social isolation, and others who can’t get to a library or access online services easily. We will work to better understand the unique needs of those who need Library services most, support their needs, and provide easy access to the resources that they need and want – both within the Library and beyond.

C. Connection

Despite the ever-growing ability to be digitally reachable, people still need a gathering place to connect with ideas, their community, and create meaningful human connections.

As civil discourse appears to be waning, the Library is the space for respectful conversation and meaningful dialogue. We have an opportunity to provide a platform to bring unique insights to Library audiences, and be a protector of intellectual freedom for our city.

IV. RESILIENT, PURPOSEFUL, and INSPIRED LIVES

The Board had previously identified “resilient, purposeful, and inspired lives” a second major impact of the Library’s work. Indicators of this outcome include:

- Personal meaning, capacity, and connectedness, and
- A positive, enthusiastic and hopeful outlook on the future.

Administration proposes to influence this outcome through focus on the following three priorities when considering specific annual objectives and initiatives during this strategic cycle:

D. Early Literacy

With more than 89,000 kids under the age of five in Calgary, the demographics of our city demand a significant investment in high quality early learning. An informed and literate community is essential to sustaining our city. We support the needs of families in Calgary and surrounding areas, helping to ensure young children develop the foundational skills they need for lifelong learning, and that parents and caregivers are empowered and supported as they help their children learn and grow. Through the focus areas of research, spaces, collections, people, and programs, we take a holistic approach to ensuring the best early literacy outcomes for our youngest citizens.

E. Learning

Calgary Public Library is an igniter of human potential. We can support school success by leveraging Library resources, complimenting the curriculum, and being a destination for students. We courage and enhance their love of learning by providing inspiring spaces and opportunity to enhance their knowledge and explore creativity. We will also be a destination for those engaged in lifelong and self-directed learning. By providing space, collections, and programming that inspires learning for life, we will augment our users’ learning experience and facilitate the creation of knowledge and content.

F. Empowerment

Calgary Public Library will empower users to dream, learn and grow. We will identify and remove financial, operational, technological, psychological, and physical barriers so that using the library is seamless and easy. We will transform the Library’s capacity to deliver exceptional customer experiences on-site and on-line. We will be responsive to emerging trends and the needs of our users in how we deliver services and create spaces. Calgary Public Library is a place of enjoyment for users to enrich their lives and see their potentials realized.

V. CONCLUSION

These six priorities comprise the final element of the strategic plan. Focusing effort on these priorities over the next four years is the most effective way to influence the Quality of Life Indicators previously approved. Administration will incorporate these six priorities into annual goal-setting and work plans beginning next year. Reporting is expected to incorporate achievements, milestones and performance measures on a regular basis. Final decisions around

reporting will be made in the fall, after the reporting requirements of being a line of service are made clear by City of Calgary Administration.

VI. RECOMMENDATION

That the Calgary Public Library Board approve this report, *Update on Strategic Planning*.

Paul Lane
Director Corporate Services