



CALGARY PUBLIC LIBRARY

# Board Meeting

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







## Board Meeting

5:30 pm, Wednesday, May 30, 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 April 25, 2018 Board Meeting	...4
	B. Chair's Report	...10
<b>IV.</b>	<b>Business Arising <u>(5 minutes)</u></b>	
	A. Business Arising from the Minutes	
	B. Advocacy Updates, including ALTA Report	...verbal
<b>V.</b>	<b>Chief Executive Officer's Report <u>(15 minutes)</u></b>	...12
	<i>Mr. Bill Ptacek, CEO</i>	<i>Information</i>
	A. August 18: Love your Library Day: A community engagement and membership promotion <i>Ms. Mary Kapusta, Director, Communications</i>	...verbal <i>Information</i>
<b>VI.</b>	<b>Strategy &amp; Community Committee <u>(20 minutes)</u></b>	
	A. Report of the May 1, 2018 Meeting <i>(based on draft unapproved minutes)</i> <i>Mr. Rob Macaulay, Committee Chair</i>	...22 <i>Information</i>
<b>VII.</b>	<b>Governance Committee <u>(20 minutes)</u></b>	
	A. Report of the May 9, 2018 Meeting <i>(based on draft unapproved minutes)</i> <i>Ms. Deb Giles, Committee member</i>	...26 <i>Information</i>
	B. Open Discussions at Board Level <i>Ms. Deb Giles, Committee member</i>	...30 <i>Discussion</i>

C.	Resignations and Reappointments <i>Ms. Janet Hutchinson, Board Chair</i>	verbal <i>Official Record of Decision</i>
<b>VIII.</b>	<b>NCL Liaison Report</b> <i>Ms. Deb Giles and Councillor Evan Woolley, NCL Liaisons</i>	...verbal <i>Information</i>
<b>IX.</b>	<b>Strategic Plan presented for Board Approval (Separate attachment)</b> <i>Mr. Paul Lane, Director, Corporate Services</i>	...34 <i>Decision</i>
<b>X.</b>	<b>Foundation Report</b> <i>Ms. Ellen Humphrey, President and CEO, Calgary Public Library Foundation</i>	...36 <i>Information</i>
<b>XI.</b>	<b>Other Business</b>	
A.	Ebook Advocacy and Copyright Act Review <i>Ms. Heather Robertson, Director, Service Delivery</i>	...38 <i>Decision</i>
<b>XII.</b>	<b>Adjournment</b>	

## **Treaty 7**

### **Meeting Opening**

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

It is in the spirit of respect and truth that we honour and acknowledge Moh'kinsstis, and recognize the traditional territories and oral practices of the Blackfoot people, the 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  
May 30, 2018  
**Chair's Report**

- Apr 25            Library Board Meeting
- Apr 26 – 29     Alberta Library Conference, Jasper, including:
- Meeting with Deputy Minister Brad Pickering, ADM Anthony Lemphers, and Diana Davidson, Director, PLSB
  - Introduction of Keynote Speaker, a conference sponsorship duty
- May 14            Presentation to The City's SPC on CPS: Library's Civic Partner Annual Report
- May 14            Board Agenda meeting with Shereen, Bill and Heather
- May 15            One-on-one meetings with Judy Gray and Druh Farrell
- May 15            CPL Foundation Annual General Meeting and Reception
- May 18            Mid-term meeting with Avnish  
Meet with Board Chair, Vecova, re: CEO evaluation process
- May 26            Reconciliation Bridge Ceremony

Throughout May:

- Communications regarding Board recruitment, self-evaluation, and other governance matters
- Preparation and follow-up to meetings
- Phone calls and meetings with Board and Library staff on various matters

Janet Hutchinson  
Board Chair



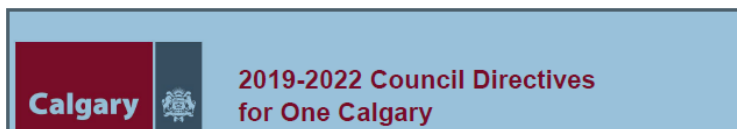


Report to the  
Calgary Public Library Board  
May 30, 2018  
**CEO's Report**

## **GOVERNMENT RELATIONS**

At the meeting with the Provincial Officials at the Alberta Library Conference, Anthony Lemphers, the longtime Assistant Deputy Minister for Municipal Affairs asked if he could have a tour of the New Central Library. Since he was willing to make the trip specifically for this purpose, we arranged a tour for him and Diana Davidson on June 1<sup>st</sup>. Diana is the head of the Library Services Branch and she works with Anthony within the Municipal Affairs Department. The Province has not yet directly contributed to the project, so we may use this visit as an opportunity to explore provincial support for the facility in the area of Indigenous Services. We made a similar pitch last year when several Calgary based MLA's toured the NCL construction site. While nothing came of that ask, we are reminded that the Edmonton Public Library received provincial and federal support for the renovation of their Central Library.

It is official and just in time as the Library wraps up the first part of our four-year strategic plan – The Calgary Public Library will be a line of service. The City of Calgary is organizing its budgeting and planning through a process called “One Calgary.” This process is guided by Directives from City Council which are used to set priorities. Library Services is now under one of those directives called “Prosperous City”. Given that the Library is so multidimensional, it also qualifies under the directives of a “City of Safe and Inspiring Neighborhoods” and the City's effort to implement “Truth and Reconciliation.” The City will ask that the Library use the Results Based Accountability approach to show how it contributes to the Quality of Life Results that we looked at through our strategic planning process. Finally, there will be a template or “service page” in which the final budget will show how the Library and all units of Municipal Government contribute to “One Calgary.”



### **imagineCalgary – 100-Year Vision and Goals**

For thousands of years, people have met at the confluence of two vital rivers to imagine and realize their futures. Together, we have built a city of energy, born of a powerful convergence of people, ideas and place. Together, we continue to imagine a Calgary and a community where:

We are each connected to one another. Our diverse skills and heritage interweave to create a resilient communal fabric, while our collective spirit generates opportunity, prosperity and choice for all of us.

We are each connected to our places. We treasure and protect our natural environment. Magnificent mountain vistas and boundless prairie skies inspire each of us to build spaces worthy of our surroundings.

We are each connected to our communities. Whether social, cultural or physical, these communities are mixed, safe and just. They welcome meaningful participation from everyone, and people move freely between them.

We are each connected beyond our boundaries. We understand our impact upon and responsibility to others. Our talent and caring, combined with a truly Canadian sense of citizenship, make positive change across Alberta, throughout Canada and around the world.

We were sorry to hear that Kurt Hanson will be retiring at the end of July. Kurt is the General Manager for Community Services with the City of Calgary. The Library as a Civic Partner has come under his Department. In his e-mail announcement to the Library he said “I have had the pleasure of working directly with the Civic Partners including the Calgary Public Library organization since 2000. This has been through periods of growth for the City and at times your organization as well as during decline for the city with the economic conditions and the challenge of flood waters. Through all of these years I have appreciated the passion and commitment of your organizations, both the Board and leadership team in providing valuable services to the citizens of Calgary which enhance their quality of life. I personally want to thank you for all you do to make Calgary a great Place to live and work.”

One of the things that Kurt and his folks have helped us with was the acquisition of “Engine 23.” More recently, with the support of Calgary Community Services, the Library has an agreement with The Hangar Flight Museum to move a helicopter into the new Seton Library. It will anchor the Early Learning Center at that new library. The helicopter is being moved next month and will be retrofitted for the early learning activities on the site.

## OPERATIONS

The Calgary Public Library has an amazing partnership with the University of Calgary. We have reported in the past about our “Think Big” series with the folks from the Hotchkiss Brain Institute. In October, the University’s Library will be hosting a designing Libraries Conference which will include a tour of the New Central Library. In November, the University’s Humanities Department will be hosting a North American Conference of Humanities Conference at the New Central Library. Most recently, an “Idea Igniters” series that is sponsored by the University’s External Relations Department had a session for entrepreneurs at the Signal Hill Library. There was a good crowd at the event and they are planning to extend the series into next year.



In other partnership developments, our efforts to bring **childminding service** to the New Central Library got a boost from the YWCA. The YWCA is building a large, new, facility in Inglewood and looking for opportunities to work more closely with other community partners and extend their services into the community in order to reach more people. They are very excited about the possibility of expanding their childminding service model into a mobile, pop-up, service – which would be a great fit for the New Central Library. The service would be managed by the YWCA with the Library as the host venue and the target for the service would be to provide supports for parents/caregivers who may have been barriered and unable to participate in adult programming due to a need for childminding. As part of the pilot, specific adult programs would be identified to determine the need for a childminding program.

Numbers for April 2018 are generally strong. Notable is the fact that collection buying is up significantly, as we build collections for Seton Library and work towards a major refresh of collections for New Central Library. Print, copy and scan jobs are showing a decline. We have investigated the issue and it relates to a change in the servers from which the data is drawn. The transition has now been completed and we can confirm that early numbers for May show a healthy year over year increase, indicating that print, copy, and scan business at the Library continues to grow.

As reported last month, membership numbers are relatively flat, while significant plans are underway for a major summer membership growth initiative, not to mention the mass appeal that will be created by the opening of New Central Library in less than six months.

## FEATURE NUMBER

In a recent evaluation study of the Library's Early Learning Centres, over two hundred parents and caregivers were interviewed or surveyed.

- 64% reported that they have observed their children picking up new types of play since visiting the Library/ELC
- 54% reported that children in their care were asking to visit the Library

These results demonstrate that the ELCs are connecting children to the Library's learning environment in meaningful ways, while introducing them to new imaginative play experiences that build early literacy skills. More information on this study will be shared at the upcoming Strategy and Community Committee Meeting.

For people coming to Central Library, Memorial Park, Nicholls Family or Louise Riley locations, security guards will be in a new uniform. A new security contractor called G4S will be providing security staff to the library. Most security guards with whom patrons are familiar have chosen to stay and work with G4S and it will be business as usual.



G4S Secure Solutions is a large multi-national security company including operations across Canada. They are a mid-size employer in the Calgary marketplace and have numerous clients including the City of Calgary. Some fresh new faces will be added with additional security members joining the team, including a new Security Team Lead, Dion.



As part of the Memorial Park Library activation, on Friday, April 20th, that Library was transformed into a mini-conference space for 75 and culture teachers from the Calgary Board of Education. With space set aside for public use, all floors of the Library were animated with *Arts Jam* sessions featuring Calgary Opera, Make Fashion, Quick Draw Animation, the Glenbow, and more. The Library, and specifically the Sun Life Financial Musical Instrument Library, were featured as a part of the event.

Collaborating with the CBE to host the arts event was intentional, as it allowed us to position ourselves with teachers and arts partners as an arts and culture hub.

#### *Felt Arts Activity*





**The Ultimate Summer Challenge (USC)** launched for promotion and registration on May 15<sup>th</sup>.

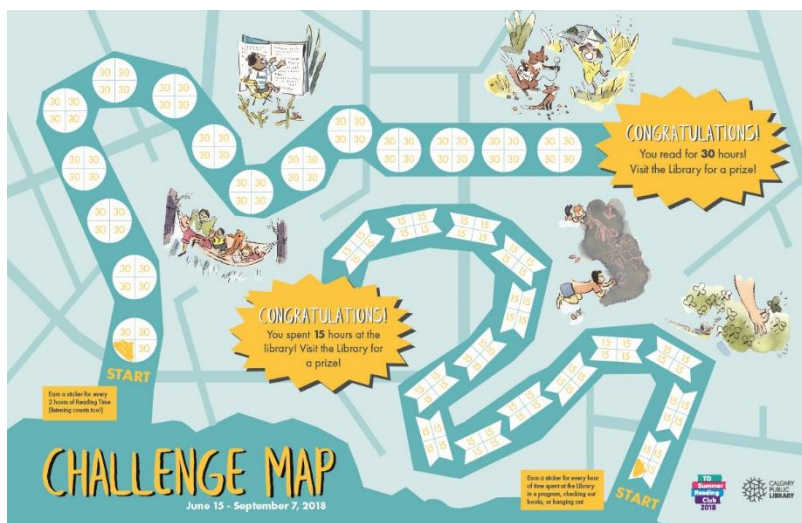
This is the Library's largest program serving 20,000 kids, teens and families every July and August. The new format capitalizes on what the Library does best and amplifies it for the summer months when school is out, and more kids are available to come to our libraries.



This year's comprehensive framework features the following elements:

### 1. Read and Discovery

Our longtime partnership with the TD Summer Reading Club continues and children are encouraged to complete their Challenge Maps: 30 hours of reading time and 15 hours of Library time to earn fun prizes.



## 2. Explore, Play and Experiment

Nearly 40 community partners have been confirmed to present over 150 programs, performances and demonstrations.

## 3. Create & Investigate

Every week of July and August, library locations will host up to three bookable kits to help animate library spaces. Some bookable kits are self-directed while others are volunteer-supported, creating a great volunteer opportunity for teens in the summer.

## 4. Serving Vulnerable Populations

Weekly Summer Club programs have been developed with community partners and organizations at 3 library locations (Forest Lawn, Bowness, and Judith Umbach) for at-risk children aged 6 to 8. Registration in the clubs will be linked to Calgary Fee Assistance membership to ensure that the program is able to specifically support those kids who need and would benefit most from them.

## 5. Wonder

Five community libraries will be hosting large-scale installations on loan from partners such as Beakerhead and the Glenmore Sailing Club. Watch for a sailboat, tipi, giant metal fish and inflatable artichokes at locations near you! We hope these landmark attractions will encourage patrons to check out a Library location they have never been to.

A new initiative for the **Community Volunteer Income Tax Program (CVITP)** this year was the *Tax time savings program* a no-risk "low-touch" program that would see participants get up to \$600 additional dollars if they can keep their money in a savings account for 1 year. This is an innovative program and the first of its kind in Canada. Our partner filed 801 tax returns in March/April CVITPs at libraries. In 2017, 8,445 returns (84% increase) were filed at 17 agencies representing \$3.7 million in refunds.

Our Collections Department is following developments in artificial intelligence and talking to computers.



Google unveiled "Talk to Books," a new tool which uses semantic search - search based on meaning, rather than mere keywords, and powered by the same Google conversational AI used to implement 'smart' email replies - to provide an entirely new way to explore books.

What happens when, for the first time in human history, books can be searched at the sentence level, rather than at the author or topic level? Using this tool, a user can

input a statement or a question, and Talk to Books searches over 100,000 books for sentences which best provide a response. No dependence on keyword matching is involved. This is no quirky novelty Google released that will largely go unnoticed - this is a profound, almost shocking development that will have wide-ranging implications, starting from day one:

Similarly, the Vatican has recently announced a project to leverage both Optical Character Recognition and Artificial Intelligence technology to make their archives more discoverable. The project will involve scanning the archived documents to make them readable by an AI which then can search and retrieve information and passages which would otherwise be buried in these extensive holdings.

## **OTHER**

It takes a library to make a star. Earlier this year we were requested to submit a letter of support for K.D. Lang to be inducted into the Alberta Order of Excellence. This came about from her support and appearance at the launch of the Musical Instrument Lending Library at the Memorial Park Library. We just learned that thanks to the letter from the Library and Board Chair, that Ms. Lang was named to the order and she will be invested later this fall.



## **MISSION MOMENT AND SEEDS OF CHANGE**

There's a little preschooler who has been at Central Library a lot recently; his family are staying at Inn from the Cold. Two weeks ago, Dolly started sitting at the Lego table with him, talking with him about what he was building. By showing interest and asking him questions, Dolly got him to elaborate and come up with ever more complex narratives for his play. One day, Dolly wanted to see if he would look at a book with her; he wasn't interested but she sat beside him at the Lego table and read the book herself, just to model reading behaviour. Then suddenly, last weekend, he brought Dolly a book and asked her to read it to him. They sat and read one book, then another. His older sister asked what they were doing and then asked if Dolly would read a book to her too. They read four books altogether that day, the kids totally absorbed in every page. This experience highlighted how long it can take to develop trust with kids, and how with patience, we can plant those seeds of early literacy that entice them to seek books and reading.

Bill Ptacek  
CEO





Date								Library Space								Access to Technology							
Year 2018								Visits								Total technology sessions							
Month April								Apr 2018 590,289 4% YTD 2018 2,303,494 -0%								Apr 2018 283,449 -5% YTD 2018 1,062,639 -11%							
2017 566,461								2017 2,303,561								2017 299,449							
New Members								Room bookings								...computer sessions							
Apr 2018 9,326 13% YTD 2018 36,504 -8%								Apr 2018 677 39% YTD 2018 2,629 32%								Apr 2018 76,185 8% YTD 2018 290,736 0%							
2017 8,227								2017 486								2017 70,503							
Active Members								Collections								...chromebook sessions							
Apr 2018 647,463								Apr 2018 19,888 46% YTD 2018 72,435 43%								Apr 2018 19,888 46% YTD 2018 72,435 43%							
2017 50,774								2017 13,616								2017 50,774							
Programs & Outreach								Physical items acquired								...wireless sessions							
Apr 2018 29,763 56% YTD 2018 103,181 32%								Apr 2018 103,181 32%								Apr 2018 66,316 25% YTD 2018 222,920 -1%							
2017 19,119								2017 78,177								2017 53,164							
Programs								Physical collection size								...print, copy & scan jobs							
...in the library								Apr 2018 1,441,015 0%								Apr 2018 121,060 -25% YTD 2018 476,548 -24%							
Apr 2018 1,487 14% YTD 2018 5,851 8%								Apr 2018 1,437,283								Apr 2018 162,166							
2017 1,309								2017 5,409								2017 630,187							
...in the community								Expenditure on physical items								Website, Catalogue & Social Media Followers							
Apr 2018 318 -4% YTD 2018 1,266 -1%								Apr 2018 581,831 22% YTD 2018 2,065,843 34%								Website sessions							
2017 330								2017 477,774								Apr 2018 672,461 -3% YTD 2018 2,676,524 -4%							
...for adults, seniors or all ages								Total expenditure								Catalogue sessions							
Apr 2018 593 3% YTD 2018 2,262 1%								Apr 2018 720,126 4% YTD 2018 3,594,498 17%								Apr 2018 454,284 4% YTD 2018 1,794,871 0%							
2017 574								2017 691,995								2017 692,314							
...for kids & teens								Circulation								Social media followers							
Apr 2018 1,212 14% YTD 2018 4,856 9%								Apr 2018 1,203,249 -1% YTD 2018 4,729,710 -6%								Apr 2018 41,193 18%							
2017 1,065								2017 1,221,182								2017 34,960							
Total number of programs								...physical items								Facebook, Twitter, Instagram & LinkedIn							
Apr 2018 1,805 10% YTD 2018 7,117 6%								Apr 2018 969,813 -4% YTD 2018 3,832,864 -8%								Holds							
2017 1,639								2017 1,013,212								Active holds							
Program participants								...digital items								Members with active holds							
Apr 2018 30,789 7% YTD 2018 123,324 4%								Apr 2018 233,436 12% YTD 2018 896,846 7%								Apr 2018 255,182 6% YTD 2018 46,742 7%							
2017 28,704								2017 207,970								2017 241,771							

Date

Year    2018  
Month   April

Monthly Community Library Results

April

Location	New Members		Visits		Circulation (Physical Items)		Computer Sessions		Chromebook Sessions		Wireless Sessions		Holds Filled (daily average)		Programs in the Library		Programs in the Community	
	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018
Bowness	145	178	7,943	8,452	13,188	11,695	1,195	1,573	254	251	642	816	108	90	28	45	14	8
Central	1,772	2,156	96,944	92,271	49,474	47,767	18,005	15,400	2,168	3,607	7,608	9,007	495	543	198	212	62	69
Country Hills	556	509	39,194	35,472	50,851	44,826	3,896	3,959	350	641	4,210	4,386	382	337	83	82	9	2
Crowfoot	665	657	41,661	40,420	84,724	80,165	4,153	4,108	469	649	5,890	6,321	730	716	103	113	8	9
Fish Creek	642	663	38,849	39,107	71,603	67,188	4,266	4,453	518	673	4,341	5,867	600	552	84	102	10	9
Forest Lawn	343	392	17,574	21,620	19,621	18,257	4,533	5,237	573	778	2,395	3,157	135	127	83	74	48	42
Giuffre Family	279	234	17,331	17,017	31,002	26,943	1,891	1,967	250	411	1,436	1,951	305	262	65	74	13	9
Judith Umbach	238	274	20,358	17,608	31,491	27,663	3,379	3,460	628	652	2,385	2,708	269	253	68	79	14	2
Louise Riley	254	341	26,000	27,366	38,588	37,191	3,013	3,286	681	939	2,370	2,762	419	415	43	54	2	16
Memorial Park	142	176	9,837	12,531	10,108	10,539			680	908	782	1,314	136	126	20	35	10	5
Nicholls Family	350	288	16,919	17,945	16,368	15,530	1,428	1,253	937	1,511	2,236	3,053	145	136	31	37	6	5
Nose Hill	296	310	32,676	34,608	52,509	49,936	2,901	3,392	592	763	2,638	3,266	438	434	60	72	8	2
Quarry Park	309	329	21,635	21,000	24,374	24,645	1,572	1,807	194	235	1,347	2,073	127	145	40	41	6	1
Rocky Ridge		72				6,733						687		3		43		
Saddletowne	591	685	46,387	57,809	27,209	23,320	6,554	7,377	2,020	3,079	3,935	5,474	147	116	64	67	14	16
Sage Hill	3	175		4,759		7,688				435		351		35		34		9
Shawnessy	571	630	44,855	48,515	60,026	56,016	4,664	5,162	811	1,098	4,577	5,050	595	512	102	105	24	18
Signal Hill	407	480	35,157	37,980	65,128	61,939	2,964	3,279	229	331	2,392	3,081	590	555	84	89	13	4
Southwood	190	240	14,410	14,329	28,301	25,081	1,809	1,870	236	325	1,004	1,410	314	277	71	52	15	12
Village Square	474	537	38,731	41,480	28,113	25,637	4,280	4,702	2,026	2,602	2,976	3,582	175	152	82	77	14	31
	8,227	9,326	566,461	590,289	702,678	668,759	70,503	72,285	13,616	19,888	53,164	66,316	6,110	5,786	1,309	1,487	290	269

Report to the  
Calgary Public Library Board  
**Strategy and Community Committee Meeting**  
**May 1, 2018**  
(based on draft unapproved minutes)

**In Attendance:**

**Board**

Mr. Rob Macaulay  
Councillor Druh Farrell  
Councillor Evan Woolley  
Mr. Avnish Mehta

**Regrets:**

Mr. Andrew Rodych  
Ms. Janet Hutchinson  
Ms. Shereen Samuels

**Administration**

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

**I. Meeting Opening**

We acknowledge the traditional territories and oral practices of the Blackfoot people, the Nakota people of the Stoney Nation, the Beaver people of the Tsuut'ina Nation, and the Métis Nation of Alberta, Region Three. This Library is one of 20 libraries across our city built on this traditional land.

**II. Review of Agenda**

The Agenda was approved with no changes.

**III. Approval of Minutes**

As Mr. Macaulay was the only attendee present at both this meeting and the April meeting, no motion was made to approve the minutes. They will be brought forward at the June meeting for approval.

**IV. Capital Planning**

*Mr. Paul Lane, Director, Corporate Service*

The Committee reviewed the Capital Planning report with Councillors Farrell and Woolley, discussing strategies on replacement of existing stand-alone libraries in older neighbourhoods and asking for the Councillors' input on how to best position them for funding, bearing in mind The City's focus on integrated facilities and joint use.

The Library's top three priority projects are Louise Riley, Giuffre Family and Forest Lawn libraries. All three could integrate with other projects that are currently in development with the integrated

facilities group at the City. Louise Riley has large-scale scheduled maintenance that moves it to the top of the list. The Councillors will meet with members of the Integrated Civic Facilities Project group to ascertain the status of the Library's projects.

The Councillors excused themselves at 8:50 a.m.

## **V. Business Arising and Review of Action Items**

### **A. Estimating Hours of Outreach**

*Mr. Mark Asberg, Director, Service Delivery*

In response to the committee's request at its meeting in April, this report presents the amount of time the Library devotes to outreach. Calculating outreach hours presents some difficulties, as outreach visits vary in duration from thirty minutes to several hours. On average, an outreach visit lasts approximately one hour, excluding preparation and travel time. The Committee requested that the report be presented to them annually, as it represents significant work effort on the part of the Library team members and points to the Library's continuing efforts to expand its programs and services outside of traditional library buildings and hours.

### **B. Follow-up to Collections Report**

This report was the result of a Committee request for a five-year review of Collections. Ms. Robertson reviewed the data with the Committee. Of note:

- A significant amount of material was lost in the 2018 flood and the follow up to remove these records from the database was a multi-year task
- In 2015, collections in every location were reviewed and reduced to remove dated and unused material and make room for other priorities
- Reference, government documents, and collections in subject areas such as career, finance and consumer health have largely shifted to digital formats
- The drop in the Canadian dollar has meant a loss of purchasing power
- New Central Library and Seton collections purchases are not included in the numbers presented.

Action items arising	Person Responsible	Deadline
Include both reports in May Board Agenda	Admin	May 25, 2018
Hours of Outreach Reported Annually	Admin	May 2019
Collections data Reported Annually	Admin	May 2019

## **VI. Quarterly Report on Outcomes**

*Mr. Paul Lane, Director, Corporate Services*

The Committee reviewed the Strategic Scorecard. Mr. Lane noted that there has been little change since the last report. The only indicator that is not on track to meet target is memberships. The original 800,000 membership goal was set with the expectation that the Seton and Sage Hill libraries would both be open at this time. It is assumed that they would have had an impact on membership numbers. Northweather, a digital consultancy firm, has been engaged to help in the creation of targeted membership campaigns. The Committee learned that an individual is no longer considered an active member if there is no activity in a three-year period.

A method of tracking average length of stay is currently under development. Anonymous cell phone tracking is being tested. The Committee was assured that there is no way for the Library to identify individuals and that it is a method frequently used by malls to track customer habits.

Action items arising	Person Responsible	Deadline
None		

## **VII. Strategic Plan Development**

*Mr. Paul Lane, Director, Corporate Services*

Mr. Lane noted that the version of the strategic plan before the Committee was reviewed by the Library Foundation Board at their recent meeting and they had no changes to suggest. Mr. Mehta added that the plan and the scorecard were well received by the Foundation Board. The Committee discussed the process for submitting the Strategic Plan to The City, which has changed from previous years, and discussed potential risks and implications. As the process is new, it was concluded that these would have to remain largely unknown at this point.

The Committee also discussed Outcomes reporting and agreed that measures reporting will be done again in September and October. Approval will be done by the Board in January.

Action items arising	Person Responsible	Deadline
Strategic Plan to be presented to Board for approval	Administration and Mr. Macaulay	At May 30 <sup>th</sup> Board meeting

## **VIII. Other Business**

There was no other business

## **IX. Workplan**

The Committee agreed to the following changes to the workplan:

Move Early Learning Centres to June Committee meeting

Draft Outcome Measures to be presented at September **and** October Committee meetings

The Committee will confirm its summer meeting schedule at the June meeting.

## **X. Adjournment**

MOVED by Mr. Mehta that the meeting be adjourned at 9:31 am.

Transcribed by Kathryn Nikolaychuk

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Mr. Robert Macaulay  
Chair

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Mr. Bill Ptacek  
CEO

Report to the  
Calgary Public Library Board  
**Governance Committee Meeting**  
**May 9, 2018**  
(based on draft unapproved minutes)

**In Attendance:**

**Board**

Ms. Shereen Samuels  
Ms. Debra Giles  
Mr. Rob Macaulay

**Administration**

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

**Regrets:**

Ms. Janet Hutchinson  
Mr. Avnish Mehta

**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 Ms. Giles, that the minutes of the April 11, 2018 Governance Committee meeting be approved as written.

Carried Unanimously

**IV. Business Arising from Minutes**

**A. Update: Collaborative Recruitment**

In Ms. Hutchinson's absence, this item was tabled until the June meeting.

**B. Update: RFP for Recruitment Firm**

The Request for Proposals has been posted and will close on May 22. The Board has requested a two-year contract with the option for two one-year renewals.

**V. Update: Chair One-on-One Meetings**

Three meetings have been completed and the remaining five have been scheduled.

**VI. CEO Metrics Review**

Two areas of change were suggested during the CEO Evaluation process: removal of the efficiency measure and new measures for the Media component. The Committee discussed with Ms. Kapusta the various types of media measurement available and agreed that the measures should be both quantitative and qualitative, closely tied to the new strategic plan and measurable year over year.

After discussion, it was agreed to remove the efficiency measure, but the Committee asked Administration to find a new way to measure Building and Retaining Leadership, the category under which the efficiency measure was found. The Committee suggests that while it need not be quantitative, it should be quickly and easily understood and align with/indicate long-term goals.

Both new measures should be ready before the January 2019 Governance Committee meeting.

Action Item	Person Responsible	Timeline
Present new measures for both the Media and Building and Retaining Leadership components of the CEO Evaluation Metrics	Administration	January 2019 Committee meeting

**VII. Role and Opportunities for the Board to Represent the Library**

The Committee discussed the difference between this item and the Advocacy Plan that was developed by the Strategy and Community Committee. It was clarified that this item is a discussion point for the Board to look at development opportunities presented by their participation on the Library Board. It is also meant to remind Committee members to discuss expectations of participation.

The Committee agreed on the following points:

- Make event invitations to Board members more purposeful by taking into account member availability and interests
- Articulate the number of people that need to attend each event and details about the expected role(s)

Action Item	Person Responsible	Timeline
Board members will indicate their personal preferences for development at the same time they complete the Skills Matrix and indicate their Committee preferences.	Governance Committee Chair	Prior to Organizational meeting in November



## I. Analysis and Recommendations for Self-Evaluation

The Committee reviewed the self-evaluation results, focusing on areas that showed that performance is dropping or that more Board members indicated that a problem is developing. They agreed that it was extremely difficult to complete an analysis or create a recommendation when no comments were given. It was agreed that the Board should discuss the results again, asking for comments and suggestions on process in the future. The Committee thought it would be wise that comments be mandatory on the self-evaluation survey if the response falls below the “usually” category, but would like to make this part of a larger Board discussion on process. To support discussion at the May Board meeting, Ms. Samuels will prepare a report grouping the problematic responses by theme and providing some recommendations.

The Committee also agreed that the basic Chair training included in the handbook should be reviewed and likely bolstered.

The Committee then discussed Board discussion, reporting and agendas. It was felt that perhaps some of the difficulty noted in the Self-Evaluation survey around Board discussion may be related to the agenda and the type of reports the Board receives as well as how they are discussed. Ms. Samuels noted that multiple people have raised the issue multiple times that the meetings are presentation-heavy. It was noted that the agenda was currently developed through a combination of Committee requests and management and was reviewed by the Vice-Chair and Chair. Any Board member is welcome to suggest a topic through Committee or to the ELT Liaison. It was suggested that perhaps reports could be made more relevant by making them more future and strategy oriented. The Committee will ask for 10 minutes of the Board’s time to discuss these matters.

Action Item	Person Responsible	Timeline
Develop the report of recommendations related to Board self-evaluation	Ms. Samuels	May Board meeting
Facilitate a 10 minute discussion at Board meeting on how the agenda is structured and how the Board discusses matters	Ms. Samuels	May Board meeting

## II. Committee Workplan – as of April 24, 2016

The Committee made the following changes to the Committee workplan:

<u>Add</u>	Update Skills Matrix as a standing item
<u>Rename</u>	Change <i>Role and Opportunities for the Board</i> to represent the Library to <i>Opportunities for Board Development</i>
	Change <i>Analysis and Response of Board self-evaluation</i> to <i>Create Plan to Address Issues</i>
<u>Update</u>	Chair’s One on One interviews – exit interview declined
	CEO Annual Review – new metrics for media and Leadership to be developed by January 2019
	Board Self-Evaluation Items 2,3,4 = COMPLETED, Item 5 – In Progress

The Committee agreed that proactive thought should be given to succession planning for the Board Chair.

### **III. Other Business**

- A. Policies provided for advance reading to prepare for discussion in June on Strategic Plan Alignment with Policies

The Committee will review and assess which policies, if any, require change to create alignment with the new strategic plan.

### **IV. Adjournment**

MOVED by Ms. Giles, that the meeting be adjourned at 7:09 pm.

Transcribed by Kathryn Nikolaychuk

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Ms. Shereen Samuels  
Chair

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Mr. Bill Ptacek  
CEO

Report to the  
Calgary Public Library Board  
May 30, 2018  
**Board Self-Evaluation Analysis  
and Recommendations – May 2018**

## I. Methodology

In deciding which items represented patterns or trends in Board self-evaluation results, we decided to disregard outlying data represented by a single participant whose opinion was significantly different than general trends. We included all items that were issues for two or more Board members, causing a drop in satisfaction from last year's data. We examined whether or not these specific questions had comments attached that would clarify the respondents' intent, and found that there were none. Because there were no comments submitted in the problematic areas, we worked to create options to recommend to the Board in terms of addressing the issues identified. However, comments submitted in response to other questions might shed some light on the issues noted below, so they have been included where it appears relevant. Recommendations are grouped around several overlapping issues where appropriate.

## II. Assessment and Recommendations

Question	Rated (Total respondents=7)	Recommended action	Completed
The Board's decision-making process is guided by its policies, bylaws and code of conduct.	Sometimes (1) Rarely (1)	Without details, the Governance Committee could not come up with examples of how this might be true. - In future, when this survey is disseminated, the Governance Committee will structure it such that when a score less than "usually" is provided, comments are mandatory.	X
Individual Board Members are well prepared.	Sometimes (2)	This appears to be a value judgement on other Board members' preparation and clarity, as 100% of Board members felt that they themselves were fully prepared at all meetings. - None	X
Individual Board Members understand their roles and responsibilities.	Sometimes (2)		X
The discussions and debates at Board and Committee meetings are frank, open and constructive.	Sometimes (1) Never (1) Unsure (1)	The Governance Committee discussed agenda structure, staff presentations and strategic alignment as possible factors here. - Recommend that in future, this survey analysis will be provided	

I am knowledgeable about CPL's programs and services.	Sometimes (2)	to the chair to create a template for annual 1-1 discussions, to request individual input on problematic areas.	
My knowledge is sufficient to enable me to serve effectively as a Board Member	Sometimes (2)	<ul style="list-style-type: none"> <li>- Suggest that agendas and presentations could articulate strategic alignment more clearly. Much Board meeting content comes directly from committees, so strategic alignment shouldn't be a problem.</li> <li>- Ask the Board to discuss at the May meeting. This was the area where the Board expressed the most widespread concern, and the Governance Committee felt that we did not have a mandate to create solutions without full Board input.</li> </ul>	
The Chairs manage meetings effectively.	Sometimes (1)	The Governance Committee is already discussing how to create 'generative' or 'blue sky' space for Board members; this may be attended to as part of the CPL/ Foundation retreat since we weren't able to make space for it in our own retreat this year.	Add development of chairing manual to the Governance Committee workplan
The Chairs strive to utilize Board/ Committee Members' indicated interests, skills, and experience to the best of their ability.	Sometimes (1) Rarely (2)	<ul style="list-style-type: none"> <li>- Recommend the Governance Committee enhance current "how to be a chair" information with details on how to intentionally include all Board members in discussion and decision making. Create a short "chairing" manual.</li> </ul>	

#### Board comments:

Possibly related to "The discussions and debates at Board and Committee meetings are frank, open and constructive", "I am knowledgeable about CPL's programs and services", and "My knowledge is sufficient to enable me to serve effectively as a Board Member":

- 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).
- 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?

- 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.
- An opportunity to discuss some "blue sky" issues at the Board meeting.
- 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.
- I would like to interact and converse more frequently with my fellow Board members. I would like to spend more time at our libraries.
- Remembering that we are all "the smartest people" around the table. No one opinion should rise above others.
- 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
- Better planning and discussion leading up to choosing the Chair, rather than it being completed at the Organizational meeting.
- The Committees are populated by whomever puts up their hand... maybe GovCom should debate some different ideas for running the Organization meeting to best meet the upcoming year's objectives
- Better preparation (as in reviewing past decisions) and connecting them to current needs.

Possibly related to "The Chairs strive to utilize Board/Committee Members' indicated interests, skills, and experience to the best of their ability" and "The Chairs manage meetings effectively":

- 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.
- More of a plan to determine Chairs of committees
- Ensure that the agendas are set out with the right number of items to discuss - especially when staff (not ELT) are involved.
- 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.
- 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
- 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.
- 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
- More committee balance in membership. Each committee is an opportunity for learning and contributing. Not one person or agenda owns a committee.

Shereen Samuels  
Chair, Governance Committee



**RECOMMENDATION** from the Strategy and Community Committee:

That the Calgary Public Library Board approve the *Strategic Plan 2019-2022* attached to the May 30, 2018 Board agenda.





Report to the  
Calgary Public Library Board  
May 30, 2018  
**Calgary Public Library Foundation  
Update**

**HIGHLIGHTS FOR APRIL AND MAY**

**Gifts Secured:**

- ☐ \$13,000 Alberta Foundation for the Arts - Author in Residence;
- ☐ \$ 5,000 J. Glen Hammerlindl & Nancy Connors - Ultimate Summer Challenge;
- ☐ \$10,000 Beta Sigma Phi Women's Group - NCL Window and support for *It's a Crime Not to Read*.

**Other Highlights:**

- ☐ Library Foundation concluded presentations to all Library Service Delivery staff and Volunteer Resources team;
- ☐ April 12 and May 22 – Noodling at Noon Speaker Series;
- ☐ May 4 and 5 – Locked Library Events at Crowfoot Library;
- ☐ May 6 – Library Foundation Jane's Walk exterior tour of New Central Library;
- ☐ May 15 – Library Foundation hosted Young Presidents Organization (YPO) Beta Forum Group, which includes prominent retired business leaders such as Doug Hunter, John Hagg, and Barry Lammle;
- ☐ May 15 – Library Foundation AGM at Nose Hill Library and featured 3 speakers who shared the impact of the Library programs in which they participate;
- ☐ May 23 – Stewardship meeting with ConocoPhillips to discuss profile of their Reading Buddies support and initiate early efforts to renew support for 2019;
- ☐ Partnership brewing with Tool Shed Brewing Company;
- ☐ Planning for New Central Library Opening Gala is underway; Anstice Communications will assist with the audience planning, event ideation, sponsorships and tickets. Anstice services include more than \$23,000 of in-kind support.

**Declines:**

- ☐ \$1 million Individual New Central Library naming opportunity;
- ☐ \$261,250 Government of Alberta Community Facility Enhancement Program (CFEP) Indigenous Placemaking in New Central Library;
- ☐ \$250,000 Alva Foundation Early Childhood trial and testing of programs, services and resources;
- ☐ \$65,874 Government of Alberta Community Initiative Program (CIP) for Indigenous Cultural Awareness Training for Library staff.

## **JUNE FORECAST**

- Direct Mail –June 4 mailout to 24,500, with appeal to support the Library's Ultimate Summer Challenge and a matching offer from BMO;
- The Foundation's Council of Champions meets June 5 – on the agenda is Gerry Burger-Martindale, the Senior Transition Manager, who will outline preparations for the move to the New Central Library;
- A Sun Life Arts + Culture Pass Partners celebration event is planned for June 13;
- Library Store outreach activities with our mobile bike store – our engagement at EV Junction continues each Saturday morning for the remainder of the summer, Lilac Festival (Sunday, June 3), EV Canada Day Street Fair (Sunday, July 1), Inglewood Sunfest (Saturday, August 4) and Marda Gras Festival (Sunday, August 12).

## **SAVE THE DATES**

- Planned Giving Information Evening - June 21 at Nicholls Family Library - 6:30 pm:
  - o Information session to provide education on planned and legacy giving with panel of expert speakers including Deboski & Co, Jason Sweeney, LLB, Sagium and moderated by Brian Gervais; The Library Board is invited to attend and engage guests interested in learning about this way of supporting the Library.
- Library Foundation's Second Community Book Drive is planned for Saturday, July 21 at Signal Hill, Fish Creek and Nose Hill Libraries.

## **ORGANIZATIONAL NEWS**

- Dawn De Vera and Elizabeth Laprade have been hired as Street Team Ambassadors from May 25 to August 31, supported by a STEP Grant;
- June 14 Noodling at Noon featuring Teneya Gwin;
- Recruitment for the Major Gift Officer position continues;
- Recruitment for Grant and Reporting coordinator contract position underway.

## **ADD IN CAMPAIGN – KEY PERFORMANCE INDICATORS (AS OF MAY 23)**

- Campaign to Date: \$325,253,153
- Year to Date Raised: \$4,869,004
- Total Campaign Gifts: 49,255
- Unique Donors: 15,530
- Windows of Opportunity: 1,336 Total
  - o 1,220 at \$100 Group Level
  - o 72 at \$2,018 Personal Level
  - o 44 at \$5,000 Generational Level

Ellen Humphrey  
President and CEO  
Calgary Public Library Foundation

Report to the  
Calgary Public Library Board  
May 30, 2018  
**EBook Advocacy and the Canadian Copyright Act**

## **I. PURPOSE**

To obtain Library Board support for the inclusion of Fair Pricing for eBooks as a topic for discussion and consideration within the current review process of the Canadian Copyright Act.

## **II. BACKGROUND**

Digital publishing is a complex issue and both publishers and public libraries have important roles to play in creating a vibrant book industry. The eBook publishing industry has been challenged to evolve its technology and business practices and determine how best to manage rights and deliver content. Libraries are working to adapt collection development practices to address changes in lending models while providing a rich selection of eBook materials to meet growing community demand. At times, the goals and interests of the respective sectors can be divergent, resulting in barriers to providing universal access to content in all its forms.

A particular example of this can be seen in the issue of fair pricing for eBooks. eBook pricing models established by publishers can be restrictive, often resulting in libraries paying 3 to 5 times the cost per book than consumers<sup>1</sup>. Public libraries have been working to raise awareness of and address this issue in a number of ways over the years including:

- The launch of the ReadersFirst initiative in 2013, focused on improving e-book access and services for public library users in partnership with e-content vendors,
- The development of the Canadian Public Libraries for Fair eBook Pricing campaign, established to raise awareness of fair pricing for eBooks and encourage national dialogue; and
- Motions by Library Boards and City Councils requesting that the Department of Heritage and Industry Canada investigate current eBook pricing practices of multinational publishers as part of any reviews of the Copyright Act.

We have seen some change as a result of these initiatives, such as the implementation of a more flexible model for library eBooks by one publisher in 2015/2016. However, fair pricing for eBooks continues to be an important issue that libraries are monitoring and advocating for.

## **III. CURRENT OPPORTUNITY**

In 2018, the federal government approved a review of Canada's Copyright Act and the Canadian Federation of Library Associations (CFLA) are currently conducting cross-Canada consultations to ensure that issues of importance to libraries are considered and included in the review process. At a recent meeting of the Canadian Urban Libraries Council, member libraries were encouraged to be active supporters of this process and to advocate for the inclusion of information related to fair pricing for eBooks.

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<sup>1</sup> *Fair E-Book Prices for Libraries are Long Overdue*. Canadian Public Libraries for Fair eBook Pricing, 2015. <http://fairpricingforlibraries.org>. Accessed 22 May.2018.

The Calgary Public Library recognizes the value and importance in working with authors, publishers and other public libraries to create an eBook environment that is beneficial for both creators and for readers. The review of the Canadian Copyright Act presents an important opportunity to support national discussions on this issue.

#### **IV. RECOMMENDATION**

That the Calgary Public Library Board support the inclusion of Fair Pricing for eBooks as a topic for discussion and consideration within the review process of the Canadian Copyright Act.

Heather Robertson  
Director, Service Design