



CALGARY PUBLIC LIBRARY

Board Meeting

5:30 PM, Wednesday, January 30, 2019
0-11 Boardroom, Central Library



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I.	Treaty 7 Opening	...3
II.	Chair's Opening Remarks	...x
III.	Review of Agenda	
IV.	Consent Agenda (<u>5 minutes</u>)	
	A. Minutes of the December 5, 2018 Board Meeting	...5
V.	Business Arising (<u>10 minutes</u>)	
	A. Business Arising from the Minutes	
	B. Advocacy Updates, including ALTA Report (<u>5 minutes</u>)	...x
VI.	Chair's Report	...verbal
VII.	Chief Executive Officer's Report (<u>10 minutes</u>) <i>Mr. Bill Ptacek, CEO</i>	...9 <i>Information</i>
	A. Highlights: 2018 Year End Numbers	...verbal <i>information</i>
VIII.	Audit & Finance Committee (<u>15 minutes</u>)	
	A. Report of the January 22, 2019 Meeting <i>Mr. Andrew Rodych, Committee Chair</i>	...verbal <i>Information</i>
	B. 2018 Operating Budget <i>Mr. Andrew Rodych, Committee Chair</i>	...19 <i>Decision</i>
IX.	Strategy & Community Committee (15 minutes)	
	A. Report of the January 8, 2019 Meeting <i>Mr. Isaac Elias, Committee Chair</i>	...verbal <i>Information</i>

	B. Results of 4 th Quarter 2018 Strategic Scorecard Amended Report, Attachments and Strategy Map <i>Mr. Isaac Elias, Committee Chair</i>	...25 Information
	C. Board Retreat <i>Mr. Isaac Elias, Committee Chair</i>	...verbal Information
X.	Governance Committee (15 minutes)	
	A. Report of the January 16, 2019 Meeting <i>Ms. Shereen Samuels, Committee Chair</i>	...verbal Information
	B. Results of CPL Board Effectiveness Survey 2018 <i>Ms. Shereen Samuels, Committee Chair</i>	...verbal Information
	C. Discussion on Board Meeting Frequency <i>Ms. Shereen Samuels, Committee Chair</i>	39 Decision
XI.	Calgary Public Library Foundation Update (10 minutes) <i>Ms. Debra Giles and Ms. Janet Hutchinson, CPL Board Representatives</i>	...verbal Information
	A. Report on the Special Meeting: Strategic Session of the Foundation Board on January 21	...verbal Information
	B. CPL Foundation Update	...41 Information
XII.	Other Business (5 minutes)	
	A. Board Attendance at Alberta Library Conference (ALC) in Jasper, April 26-29 (2 minutes) <i>Mr. Avnish Mehta, Chair</i>	...verbal Information
	B. 2019 Strategic Initiatives	...43 Information
XIII.	In-Camera Agenda (15 minutes)	...To be tabled at meeting
XIV.	Adjournment	

Treaty 7 Opening

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

It is in the spirit of respect and truth that we honour and acknowledge Moh'kinsstis, and recognize the traditional territories and oral practices of the Blackfoot people, the Nakoda people of the Stoney Nation, the Beaver people of the Tsuut'ina Nation, and the Métis Nation of Alberta, Region Three. This Library is one of 21 libraries across our city built on this traditional land. Finally, we acknowledge all people who make their homes in the Treaty 7 territory of Southern Alberta.

Report to the
Calgary Public Library Board
January 30, 2019
CEO's Report
January 2019

GOVERNMENT RELATIONS

The City of Calgary has begun planning that will involve the Forest Lawn and Louise Riley Libraries. Both planning efforts are being managed by The City's Corporate Properties "Integrated Facilities" unit. Funds were allocated in the 2019 budget to hire consultants and begin the initial planning with all the City-related stakeholders, especially the Library. There is no money available for the actual development of these facilities and that may have to wait for the next four-year budget horizon.

One project that is funded but is still in the planning stages is Symons Valley. At the Seton Library Opening, Mayor Nenshi asked about the firetruck. We told him it was going to the Louise Riley Library as its permanent home, as Symons Valley was still in planning. He instructed his staff members to look into the delay and ultimately the Library was asked to brief the Mayor's Office on the situation. The Background Memo is included below:

SYMONS VALLEY LIBRARY

Backgrounder

January 14, 2019

BACKGROUND

In 2014, the Calgary Public Library transferred the development of a full-scale library at Rocky Ridge to the forthcoming development of a new Library in Symons Valley. We understand that development money to fund growth libraries has accumulated to over \$17 million in addition to funding earmarked from Rocky Ridge Library. The Library engaged with The City to find an appropriate site. Rather than a standalone library, the Library fully subscribes to the development of an integrated site in which citizens can access a variety of services at the same location. After reviewing options, the Library agreed to join with Transit on a 7-acre site that they had identified for a future park and ride hub. Through the encouragement of The City's then Corporate Properties group, the Library requested and received support from the local City Councillor to recommend the purchase of the current site.

Master planning for the site started in 2015 as a "learning project" for Facility Management to put in place an integrated facility. Kasian Architects were brought into the project to lead this effort and it languished for a few years because all the potential partners did not have funding immediately available to start the process. The Library has always planned to build a 20,000 sq. foot facility with all the usual library amenities, and space for the ever-popular firetruck, as the community has many young families.

CURRENT SITUATION

Given the long delay in progress to a new library, the Calgary Public Library used available operating funds to lease a nearby retail space and begin operation of a temporary library (known as Sage Hill). Given its small size and limited access, this library has proven to be very popular (64,000 visits and 94,000 circulation of items in

2018). There continues to be a strong demand for library services in northwest Calgary as demonstrated by use of Crowfoot Library and Rocky Ridge; however, this has exacerbated the need and has been a source of constant feedback from citizens in the area. Now, there are a few project participants along with the Library, which includes Affordable Housing (48 units) and Arts and Culture (multi-purpose room). A masterplan for the entire 7-acre site is completed and the Integrated Civic Facility Planning group has identified that the project will move into the detail architectural design phase in Q1 2019. (See Attachment 1.)

RECOMMENDATION

Given the project received funding approvals for the initial phase of work in the One Calgary budget process and based on the Library's work with the Calgary Municipal Land Corporation (CMLC) on the successful development and delivery of the Central Library, Calgary Public Library would recommend that the Library and CMLC with representation from the Integrated Civic Facility Planning group be formed into a steering committee to pursue an early, staged development that would allow the Symons Valley Library to open by the end of 2020. To put this whole project in context, the design and construction of the Central Library began at about the same time as this project.

Bill Ptacek, CEO
Calgary Public Library

Library staff have had some promising discussions with The City of Calgary Transit Department. The Library would like to utilize the space that was abandoned by the coffee shop vendor at the Nicholls Family Library. The City is going spend most of this year going out for proposals for another vendor. In the meantime, the Library would like to activate the space by making it into a study area. There will be a meeting at the location next week to go over that proposal. The Transit Department is anxious to create a public presence by making an operator's section of a C-Train available to kids like the Firetruck and the Helicopter at Seton. The Library would like to make this a centerpiece of the planned renovation of the Fish Creek Early Learning Center. Another meeting next week with Transit should help to solidify this possibility.

In another City-related collaboration, on January 8, 2019, the Library, in partnership with Calgary Fire Department, announced the expansion of firefighter storytimes. From January to June, children and families will have the opportunity to participate in weekly drop-in Firefighter Storytimes at select Library locations. Each Sunday at two library locations across Calgary, families can enjoy a special storytime featuring a firefighter. Visitors will enjoy a story read by a local firefighter, and, availability and weather permitting, a tour of a working fire engine – a special experience for children of all ages. This unique partnership will also see firefighters sharing life-saving fire safety tips with the communities in which they serve.

The Library's strong partnership with Calgary Fire Department continues to grow. Work is underway to formalize this partnership in a Memorandum of Understanding and to collaborate on the creation of a mass-produced fire safety inspired activity book that will integrate learning and literacy content from the Library as well. The re-installation of Engine 23 at the Library later in spring 2019 will mark a new beginning for firefighter storytimes on Engine 23 and firefighters are expected to be important figures in the Library's 2019 summer learning programs, as they were in 2018.

On Wednesday, January 23rd, The Province of Alberta will be announcing a \$1million grant to create an Indigenous Language Centre at the Central Library of the Calgary Public Library. Premier Notley, Finance Minister Joe Ceci, and Mayor Nenshi are all scheduled to be a part of that event.

After months of planning with The City of Calgary, the Mayor's New Year's Eve Celebration was a huge hit as the library was visited by thousands of patrons and visitors and the response was very positive and enthusiastic. Suzen Statz delivered a Storytime with a piper flutist that drew a crowd of 150, and the VR Explorers program in the Kids Tech Centre was attended by over 200 kids. Nearly every area of the library had activities like crafts, Lego, and videogames for kids, hula hoop spinning, improv with The Kinkonauts and a massive family dance party on Level 3 East. The NYE countdown right before 9pm with Mayor Nenshi was exciting for all.



Almost as big a hit was the opening of the Seton Library. Seton Library at the Brookfield Residential YMCA opened its doors on January 14, 2018. On January 19, we celebrated the official opening of the Hopewell Early Learning Centre, a space for kids built around a real helicopter, courtesy of The Hangar Flight Museum. While we await completion of a few of the bookable meeting rooms in the library, everything else is fully operational. A new team of approximately 45 staff members was ready to welcome over 13,000 visitors to the space in the first six days alone. Almost 1,000 new memberships were created in the first week of opening, reflecting the strong demand for library services in Calgary's expansive southeast communities. The January 19th event, which announced the Hopewell early Learning Center with the Helicopter, produced another overflow crowd. Paul Taylor, the President of Hopewell, was initially concerned that a library would not spark much interest. After the 19th, he need not worry as he and his staff were overwhelmed by the crowd. Also, Brian Desjardins, the new CEO of the Hangar Museum, was on hand to celebrate the Helicopter and announced that the loan was long-term given that it was imbedded in the building.

OPERATIONS

The Central Library continues to be very popular. Over the last two months, there have been several signature events that have garnered large audiences. In collaboration with The City of Calgary, two Access Mental Health clinicians set up a table to share program information with Calgarians relating to The City's Community Action on Mental Health and Addiction. The booth was located on Level 3 adjacent to Your City Today TV, which was streaming a City Council Strategic Session that featured community stakeholders on mental health, addictions, and crime prevention.

On December 3rd, the Library hosted Calgary's International Day for Persons with Disabilities, which featured a resource fair and a keynote from Rick Hansen. The event was very well attended and allowed the Library to showcase adaptable technology and the Special Services collection.



The Teen Centre has fast become a destination for Calgary teens. Friday afternoons, are very busy with over 100 teens in the afterschool hours.



Urban planner and host of Invisible City podcast, Jennifer Keesmaat, provided a great overview of the principles of developing a great city, and generated lots of discussion at this kickoff to the Podcast Live! Series on January 9th. Hosted by Councillor Carra, the event was attended by a capacity crowd. The program was recorded for a possible future Library podcast series.



The Mayor's Storytime on December 23rd was a huge success with over 300 patrons attending the Storytime (and patrons enjoyed the photo opportunities afterwards with both Santa and the Mayor. Many patrons arrived early and took advantage of the crafts tables and carolers entertaining the crowd between 1-2pm.



And coming soon: Tasting Success with the Short Story Dispenser – it was announced that Calgary Public Library would be the first public library in Canada to install a Short Story Dispenser, a machine that blends old-fashioned storytelling with modern technology. The Dispenser, which will be installed near Lukes Café inside the Central Library, prints out stories on demand in tasty bites of 1, 3, or 5-minute stories. The Library is working in partnership with Loft 112 to solicit stories by local writers and received 150 submissions in less than three weeks when the original call went out in December.



OTHER

In January, the Canadian Urban Libraries Council ("CULC") launched an advocacy campaign about the cost and availability of e-books and e-audiobooks for public libraries in Canada. We observe that in our own system, patron demand for e-audiobooks has been on the rise. Our ability to satisfy demand for these costly resources is limited, given that collections budgets are unchanged. As a member of CULC, we joined this campaign and advertised some of the compelling information to our patrons through social media. Encouraging results from the campaign on the first day resulted in 3 bestseller titles being made available in e-audiobook format to public libraries for the first time.



What libraries have to pay

Physical copy

\$29.99

Digital copy

\$98.99

The New York Times listed Calgary as one of 52 great places to visit. The Library was featured prominently in that article.



Also, the Urban Libraries Council will hold its May “Lessons from the Field” in Calgary to see the new library and learn about Calgary’s Design Function with an emphasis on the Early Learning Program. The Public Library Association will have its April board meeting in Calgary at the new Central Library. All of this came after the Central Library was featured on the cover of the November 15th edition of *Library Journal*.



Bill Ptacek
CEO

[illegible]

Date

Year

2018

Month

November

Monthly Community Library Results

November																		
Location	New Members		Visits		Circulation (Physical Items)		Computer Sessions		Chromebook Sessions		Wireless Sessions		Holds Filled (daily average)		Programs in the Library		Programs in the Community	
	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018
Bowness	175	220	7,714	7,495	12,494	11,902	1,389	1,544	190	350	615	782	101	98	41	51	4	4
Central	1,537	8,663	95,250	218,796	48,602	93,166	17,339	18,448	2,505	3,121	6,246	10,316	512	582	229	570	53	40
Country Hills	469	571	34,000	34,168	46,563	41,010	3,670	1,314	427	1,925	3,099	2,940	367	343	92	102	9	17
Crowfoot	622	754	39,360	40,683	77,236	71,277	3,243	4,092	570	697	4,169	5,513	722	688	118	119	21	16
Fish Creek	633	794	40,430	35,299	68,022	61,475	4,294	4,747	591	589	3,692	4,729	583	570	115	124	13	34
Forest Lawn	364	468	17,428	23,039	18,192	16,744	4,085	5,287	488	1,239	1,725	2,430	133	135	99	91	94	94
Giuffre Family	278	284	17,034	13,770	29,271	26,152	1,747	1,816	208	312	1,351	1,517	276	269	79	86	8	11
Judith Umbach	246	326	19,479	17,770	28,245	25,595	3,205	3,348	727	877	1,888	2,359	272	257	78	83	20	31
Louise Riley	277	285	26,424	25,882	37,936	34,158	3,183	3,456	778	1,109	2,182	2,178	423	408	60	90	22	18
Memorial Park	169	249	12,122	18,519	10,753	10,429		0	963	1,072	869	1,048	133	145	49	53	2	5
Nicholls Family	257	394	18,146	17,804	16,875	15,168	1,332	1,851	1,480	1,474	1,969	2,185	145	143	43	41	3	3
Nose Hill	334	375	33,841	36,655	49,660	48,943	3,167	3,648	628	1,065	2,353	3,264	425	433	80	81	5	1
Quarry Park	268	330	21,695	21,811	24,360	23,634	1,761	1,829	183	253	1,049	1,547	138	156	47	53	7	7
Rocky Ridge		88			16	7,165		0		0		849		11		26		13
Saddletowne	637	730	49,648	56,981	23,034	22,752	6,228	6,955	2,646	3,114	3,112	3,874	116	116	86	87	4	89
Sage Hill	123	184	4,371	5,937	7,143	8,088		0	283	599	293	487	21	50	37	54	1	1
Shawnessy	615	868	44,000	48,998	56,007	54,200	4,662	5,506	639	1,203	3,431	3,669	537	510	97	111	19	10
Signal Hill	408	538	35,254	29,997	62,309	59,198	2,935	2,859	294	371	1,864	2,459	545	562	107	107	8	10
Southwood	228	248	14,244	13,855	25,446	23,404	1,679	1,756	253	356	988	1,002	296	284	55	58	22	7
Village Square	470	520	38,764	27,260	26,290	22,133	4,140	4,446	2,450	2,310	2,222	2,621	155	136	92	95	56	63
	8,110	16,889	569,204	694,719	668,454	676,593	68,059	72,902	16,303	22,036	43,117	55,769	5,900	5,896	1,604	2,082	371	474

Date								Library Space								Access to Technology										
Year		2018						Visits								Total technology sessions										
Month		December						Dec	2018	539,860	5%	YTD	2018	6,875,560	0%	Dec	2018	280,024	12%	YTD	2018	3,550,540	0%			
New Members									2017	513,631			2017	6,841,884			2017	249,348			2017	3,540,735				
								Room bookings								...computer sessions										
Dec	2018	10,129	61%	YTD	2018	132,591	19%	Dec	2018	2,146	515%	YTD	2018	11,447	110%	Dec	2018	61,599	1%	YTD	2018	837,116	-1%			
	2017	6,292			2017	111,517			2017	349			2017	5,443			2017	60,869			2017	847,416				
Active Members								Collections								...chromebook sessions										
Dec	2018	687,495									Dec	2018	8,864	-23%	YTD	2018	282,173	2%	Dec	2018	17,049	32%	YTD	2018	230,015	37%
	2017		2017	11,493	2017	277,473	2017	12,941	2017	168,113																
Programs & Outreach								Physical items acquired								...wireless sessions										
Programs								Dec	2018	8,864	-23%	YTD	2018	282,173	2%	Dec	2018	47,556	11%	YTD	2018	629,942	4%			
...in the library									2017	11,493			2017	277,473			2017	42,969			2017	608,534				
Dec	2018	1,367	35%	YTD	2018	17,579	14%	Dec	2018	1,394,640	-2%				Dec	2018	153,820	16%	YTD	2018	1,853,467	-3%				
	2017	1,015			2017	15,428			2017	1,423,641						2017	132,569			2017	1,916,672					
...in the community								Expenditure on physical items								...print, copy & scan jobs										
Dec	2018	222	8%	YTD	2018	4,558	6%	Dec	2018	202,749	-4%	YTD	2018	5,431,693	9%	Website, Catalogue & Social Media Followers										
	2017	205			2017	4,297			2017	211,997			2017	4,991,157												
...for adults, seniors or all ages								Total expenditure								Website sessions										
Dec	2018	493	33%	YTD	2018	7,169	12%	Dec	2018	305,905	-6%	YTD	2018	8,561,061	9%	Dec	2018	684,662	15%	YTD	2018	7,940,810	-2%			
	2017	372			2017	6,406			2017	326,814			2017	7,875,795			2017	597,337			2017	8,079,746				
...for kids & teens								Circulation								Catalogue sessions										
Dec	2018	1,108	31%	YTD	2018	15,182	14%	Dec	2018	902,385	4%	YTD	2018	11,418,008	-6%	Dec	2018	489,862	27%	YTD	2018	5,346,986	5%			
	2017	848			2017	13,319			2017	864,610			2017	12,109,106			2017	386,818			2017	5,113,467				
Total number of programs								Total Checkouts								Social media followers										
Dec	2018	1,589	30%	YTD	2018	22,137	12%	Dec	2018	1,173,328	9%	YTD	2018	14,330,899	-2%	Dec	2018	51,209	33%	Facebook, Twitter, Instagram & LinkedIn						
	2017	1,220			2017	19,725			2017	1,073,869			2017	14,605,658			2017	38,565								
Program participants								Dec	2018	902,385	4%	YTD	2018	11,418,008	-6%	Holds										
Dec	2018	28,730	35%	YTD	2018	446,640	15%		2017	864,610			2017	12,109,106		Dec	2018	265,369	20%	Members with active holds						
	2017	21,260			2017	387,472	...digital items										2017	221,984		2017	43,906					
								Dec	2018	270,943	29%	YTD	2018	2,912,891	17%											
									2017	209,259			2017	2,496,552												

Date

Year 2018
Month December

Monthly Community Library Results

December

Location	New Members		Visits		Circulation (Physical Items)		Computer Sessions		Chromebook Sessions		Wireless Sessions		Holds Filled (daily average)		Programs in the Library		Programs in the Community	
	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018
Bowness	113	150	6,440	7,229	9,883	9,712	1,123	1,305	273	284	597	604	91	84	24	25	2	1
Central	1,121	4,303	115,160	145,803	42,090	62,841	17,638	15,509	2,067	2,646	6,085	10,193	454	530	156	402	22	23
Country Hills	354	421	28,000	27,765	37,074	37,747	3,022	1,218	359	1,554	3,130	2,335	304	327	56	66	11	4
Crowfoot	547	558	39,000	35,216	68,968	64,392	3,011	3,666	322	449	4,222	4,619	673	647	80	88	4	1
Fish Creek	490	579	33,096	30,647	55,546	53,754	3,262	3,661	438	458	3,757	3,739	519	544	72	67	9	9
Forest Lawn	278	282	15,015	17,524	15,605	14,681	3,958	4,120	484	870	1,993	1,900	119	121	55	64	50	45
Giuffre Family	210	214	14,435	12,834	23,894	22,671	1,488	1,528	214	178	1,290	1,102	251	264	50	51	10	1
Judith Umbach	237	187	16,077	14,964	23,140	21,648	2,846	2,935	530	693	1,975	1,887	221	228	62	55	8	25
Louise Riley	207	262	21,704	22,582	31,347	30,737	2,565	2,805	590	796	2,070	1,694	393	399	43	58	4	12
Memorial Park	138	126	9,630	9,416	9,417	9,528		0	783	828	807	918	127	142	18	25	1	0
Nicholls Family	197	250	13,965	14,457	12,940	12,699	1,212	1,719	977	1,111	1,696	1,933	122	133	21	25	1	3
Nose Hill	279	267	28,308	27,417	43,070	44,011	2,771	2,925	476	776	2,410	2,755	399	433	47	61		4
Quarry Park	215	272	16,515	17,038	18,254	19,679	1,461	1,504	141	234	1,295	1,209	111	142	25	32	2	2
Rocky Ridge		52			143	6,556		0		0		779		11		28		8
Saddletowne	447	582	42,840	47,722	20,063	20,208	5,462	6,228	2,207	2,726	3,268	3,267	108	108	52	56	6	33
Sage Hill	100	153	3,798	4,665	6,298	6,704		100	219	461	200	376	18	48	25	32		1
Shawnessy	489	503	37,703	38,515	45,429	45,107	3,663	4,343	619	816	3,263	2,972	453	459	67	69	7	8
Signal Hill	345	413	30,259	27,385	52,629	52,524	2,416	2,267	235	259	1,932	2,061	525	544	63	62	3	2
Southwood	175	154	11,888	11,687	21,606	21,071	1,508	1,434	168	238	793	805	264	258	45	32	4	3
Village Square	350	400	29,798	26,994	21,368	20,164	3,463	4,332	1,839	1,672	2,186	2,408	154	125	54	68	32	23
	6,292	10,128	513,631	539,860	558,764	576,434	60,869	61,599	12,941	17,049	42,969	47,556	5,306	5,547	1,015	1,366	176	208

Report to the
Calgary Public Library Board
Audit and Finance Committee
January 22, 2019
2019 Budget Presentation

I. PURPOSE

This report to the Calgary Public Library Audit Committee is to review the recommended operating budget for 2019 and the capital workplan for 2019.

II. BACKGROUND and PREVIOUS DIRECTION

The operating budget and capital workplan for 2019 address strategies identified in the Strategic Plan for 2019 – 2022 and meet The City's directions on the One Calgary 2019 -2022.

Annually the Calgary Public Library prepares an operating budget for review and approval by the Calgary Public Library Board. The 2019 budget is being presented in this report to guide the Library in managing revenue and expenses during the current year.

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

The 2019 operating budget is presented in Attachment 2. High lights of the proposed budget follow.

The City of Calgary will continue to be the Library's largest source of revenue during 2019. 2019 is the first year of The City of Calgary's 2019 – 2022 budget cycle. Attachment 1 is an email providing a value for the City's funding of the Library in 2019. The 2019 funding is a combination of a \$500 thousand inflationary increase on the 2018 base plus the final prorated funding for openings of the New Central Library and Seton that were committed by the City in previous budgets. The Calgary Public Library is expected to cover any inflationary or contractual expenses (including salary increases) with the annual increase or through other sources of funding.

Other funding changes are incorporated into the budget as presented. Provincial library grant revenue remains at 2018 levels. Federal funding for the Settlement Services program is budgeted for the full year. Other revenue items have been based on 2018 actual experience to create estimates for 2019. The Foundation grant is based on a listing of donor funds that it can grant the Library in 2019. As additional donors present themselves in 2019 revenue and matching expenses increases will be highlighted in quarterly financial reports.

2019 expenses have been carefully examined and updated to reflect the funds available, and the strategic plan priorities of the Library. All contractual and inflationary increases have been included and estimates carefully updated. Salaries continue to be the primary expense. Other expenses have been carefully monitored.

Accumulated Surplus

The estimated accumulated surplus of \$809,690 at 2018 year-end will be used to fund 2019 operating expenses.

Other

Capital funding and the workplan for 2019 are included in Attachment 3. A small balance will carry forward from the 2015-2018 capital plan. The main source of funding will be from the City's life cycle fund.

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

The budget is created to address CPL's strategic plan. Approval is required to ensure the Board is fully informed of and approves the operating budget plan for 2019 and the capital work plan for the same year.

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

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

IV. CONCLUSION

In line with budget information provided by The City, and the changes that respond directly to the Strategies in the 2019-2022 Strategic Plan, the Calgary Public Library is presenting a 2019 operating budget as summarized in Attachment 2.

V. RECOMMENDATION

That the Calgary Public Library Board's Audit and Finance Committee recommend that the Calgary Public Library Board approve the 2019 Operating Budget as presented in Attachment 2.

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

ATTACHMENTS

1. 2019 Funding – email from the City of Calgary confirming 2019 City Funding
2. 2019 Operating Budget
3. 2019 Funded Capital Work Plan

Report to the Audit & Finance Committee
Calgary Public Library Board
January 22, 2019
2019 Budget Presentation

Attachment 1

Hi Elrose,

The Library's 2019 grants will be:

- Operating \$54,250,000.00
- Life Cycle \$2,024,000.00

We are still in the process of closing the 2018 books, so I cannot yet confirm an amount for a 2018 carry forward.

Thanks.

Cordially,

Juan Salazar CPA, CMA
Finance Lead
Calgary Neighbourhoods & Civic Partners
T 403.268.5058
The City of Calgary | Mail code #116 | E juan.salazar@calgary.ca
P.O. Box 2100, Station M, Calgary, AB Canada T2P 2M5
www.calgary.ca



**Summary of Operating Budget 2019
Statement of Operation**

Attachment 2

('000)

	2018 Budget	2018 Projected Actual	2019 Budget	Note
REVENUES				
City of Calgary	51,375	51,875	54,250	
City of Calgary insurance proceeds	0	61	0	
Province of Alberta	6,865	6,917	6,865	
Federal Government	187	189	148	
Fines	1,082	1,036	1,031	
Rent	0	0	105	1
Investment and other revenue	601	735	639	
Grants and sponsorships	2,195	3,043	2,760	2
Total revenues	62,304	63,855	65,797	
EXPENSES				
Salaries and employee benefits	39,234	38,897	41,163	5
Collections	4,337	4,267	5,445	
General operating	8,897	8,867	10,329	3
Building and equipment	7,074	7,810	6,709	6
Occupancy Costs	1,249	1,338	1,674	
Amortization	6,900	6,525	6,525	
Total expenses	67,690	67,704	71,844	
DEFICIENCY OF REVENUES OVER EXPENSES - BEFORE THE FOLLOWING:	(5,386)	(3,850)	(6,047)	
OTHER				
Transfer from restricted reserve	1,700	0	0	
Transfer from unrestricted reserve	386	0	0	
Transfer to asset management capital	(225)	0	0	
Purchase of books capital	(4,207)	(4,351)	(2,363)	
Transfer to books capital	4,207	4,351	2,363	
Write off of tangible capital assets	0	(3,058)	0	4
Government transfers for capital	3,023	5,427	2,314	
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	(502)	(1,482)	(3,733)	
ACCUMULATED SURPLUS, beginning of year	55,360	55,360	53,879	
ACCUMULATED SURPLUS, end of year	54,859	53,879	50,146	

Notes

- 1 New category
- 2 Unrestricted 1,075K and restrict 925K. 760K deferrals
- 3 Includes 925K restricted expenses funded from the Foundation Grants and Sponsorships; Deferrals 510K
- 4 One time write off expense for the old Central Library building to The City
- 5 Includes 50K deferral salaries from 2018 and additional salaries for Seton Library.
- 6 Includes 200K deferral from 2018

Calgary Public Library
Capital Work Plan
For the Period between January 1 to December 31, 2019

Attachment 3

	Year 2019
Funding Source	('000)
Carry Forward Funds	
CPL	475
Receivables from The City and CMLC	226
City Lifecycle	290
Other	
Sub Total	991
Current Year Funds	
CPL	-
City Lifecycle	2,024
Other	
Sub Total	2,024
Growth Project Funds	
CPL	815
City growth	
Other	
Sub Total	815
Total Funding Available	3,830
Spending Profile	
Projects	
Building - Lifecycle	1,400
Building - New	-
Vehicles - Lifecycle	60
Vehicles - New	-
Furniture	100
Technology	520
Small Projects	500
Growth Projects	815
Total Spending Profile	3,395
Net Funds Available	435

Report to the
Strategy and Community Relations Committee
January 8, 2019
Strategic Scorecard 2018Q4 Update

I. PURPOSE

The purpose of this report is to inform the Committee of the status of Strategic Scorecard reporting on the 2015 - 2018 Strategic Plan.

II. BACKGROUND

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

Eight indicators, derived from goals in the Strategic Plan, are each supported by performance measures. The indicators, and their respective measures and trends, have been consistent over the last several quarterly reports.

The charts on the following pages include the original objectives, the final status of the indicator, and where appropriate, the change from the start of measurement. The attachment to this report also includes the history of each performance measure.

III. RESULTS

STRATEGY 1: Strengthen Neighbourhoods in a Growing City	
OBJECTIVE A: Revitalize and expand the community library network	
INDICATOR: Member perception of the quality of library spaces	
FINAL VALUE: 87.5	CHANGE FROM FIRST MEASUREMENT: N/A
OBJECTIVE B: Plan and implement service approaches based on community need	
INDICATOR: Members	
FINAL VALUE: 687,495	CHANGE FROM FIRST MEASUREMENT: +189,451 or 38%
OBJECTIVE C: Provide opportunities for engagement and help foster a sense of belonging	
INDICATOR: Member's sense of pride in the Library	
FINAL VALUE: 90.0	CHANGE FROM FIRST MEASUREMENT: N/A

The rationale for these indicators is that, for the Library to be an effective community hub, the necessary preconditions are that:

- Library spaces are welcoming and adequately sized,
- A plurality of the community can (and want to) access the library, and
- Calgarians believe that the Library is a trustworthy community partner.

Library spaces have been well-regarded throughout the life of the plan, even as little headway was made in adding to the stock of library space, or addressing the areas of the city with the most acute shortage of library space.

Penetration of library membership improved considerably, and when combined with all the ways that barriers were reduced or eliminated over the life of the plan, the Library can be considered more open and accessible now.

An emphasis on community-building programs, making rooms more available for booking, and enhancing opportunities for enrichment through volunteering have all contributed to maintaining high levels of pride among stakeholders of the Library.

STRATEGY 2: Bring the Library into more people's lives	
OBJECTIVE D: Offer virtual service experiences as robust as in-person experiences	
INDICATOR: Member perception of on-line library experiences	
FINAL VALUE: 88.8	CHANGE FROM FIRST MEASUREMENT: N/A
OBJECTIVE E: Improve how resources are displayed and accessed	
INDICATOR: Member rating of in-person library experiences	
FINAL VALUE: 96.1	CHANGE FROM FIRST MEASUREMENT: N/A
OBJECTIVE F: Increase community support for the Library	
INDICATOR: Quarterly Library interactions with members	
FINAL VALUE: 4,070,693	CHANGE FROM FIRST MEASUREMENT: -453,659 or 10%

The rationale for these indicators is that, for the Library to be relevant to more people, the necessary preconditions are that:

- Services can be delivered in the manner that customers increasingly expect (i.e. online), and
- Finding and accessing collection items be easier, and
- Engagement with customers is deeper.

Satisfaction with on-line library experience has consistently been high over the life of the plan, supported by steady increases in circulation of internet-delivered collections and registrations in internet-delivered courses.

The in-person experience has also been consistently well rated, supported by high satisfaction for collections and staff members. While the number of items checked-out in-person is down, the number of customers taking advantage of new in-person services (such as printing) has exploded.

Interactions is the sum of circulation, program and tour attendance, computer use, and wireless use. Circulation of physical items alone account for 69% of this measure in 2018Q4, making the measure highly sensitive to changes in circulation of physical items.

Circulation of physical items (chart E2 on page 5 of the scorecard) has fallen from 3.8M in 2014Q1 to 2.8 M in 2018Q4, a decline of 27%. This declining trend has been consistently observed since 2010 across north American libraries and is the reason for the observed performance of this measure.

The performance measures identified as engagement drivers did perform well. Quarterly membership additions, social media followers and net promoter score all ended the plan with gains.

STRATEGY: Focus on services that make a difference	
OBJECTIVE G: Design and deliver programs and services to improve the literacy levels of Calgarians	
INDICATOR: Quarterly attendance at literacy-targeted programs	
FINAL VALUE: 49,700	CHANGE FROM FIRST MEASUREMENT: +3,281 or 7%
OBJECTIVE H: Design and deliver programs and services to improve the lives of priority populations	
INDICATOR: Quarterly Attendance at population-targeted programs	
FINAL VALUE: 53,118	CHANGE FROM FIRST MEASUREMENT: +4,814 or 12%

The rationale for these indicators is that, for the Library to do the most good, the necessary preconditions are that:

- The most impactful literacies are targeted, and
- The most vulnerable populations are targeted.

Attendance at literacy-related programs rose steadily over the plan period, supported by increases in the staff available and programs offered. Similar results are seen for programs targeting priority populations. Perceptions of the quality of Library programs has remained steady even as the annual number of programs has increased materially.

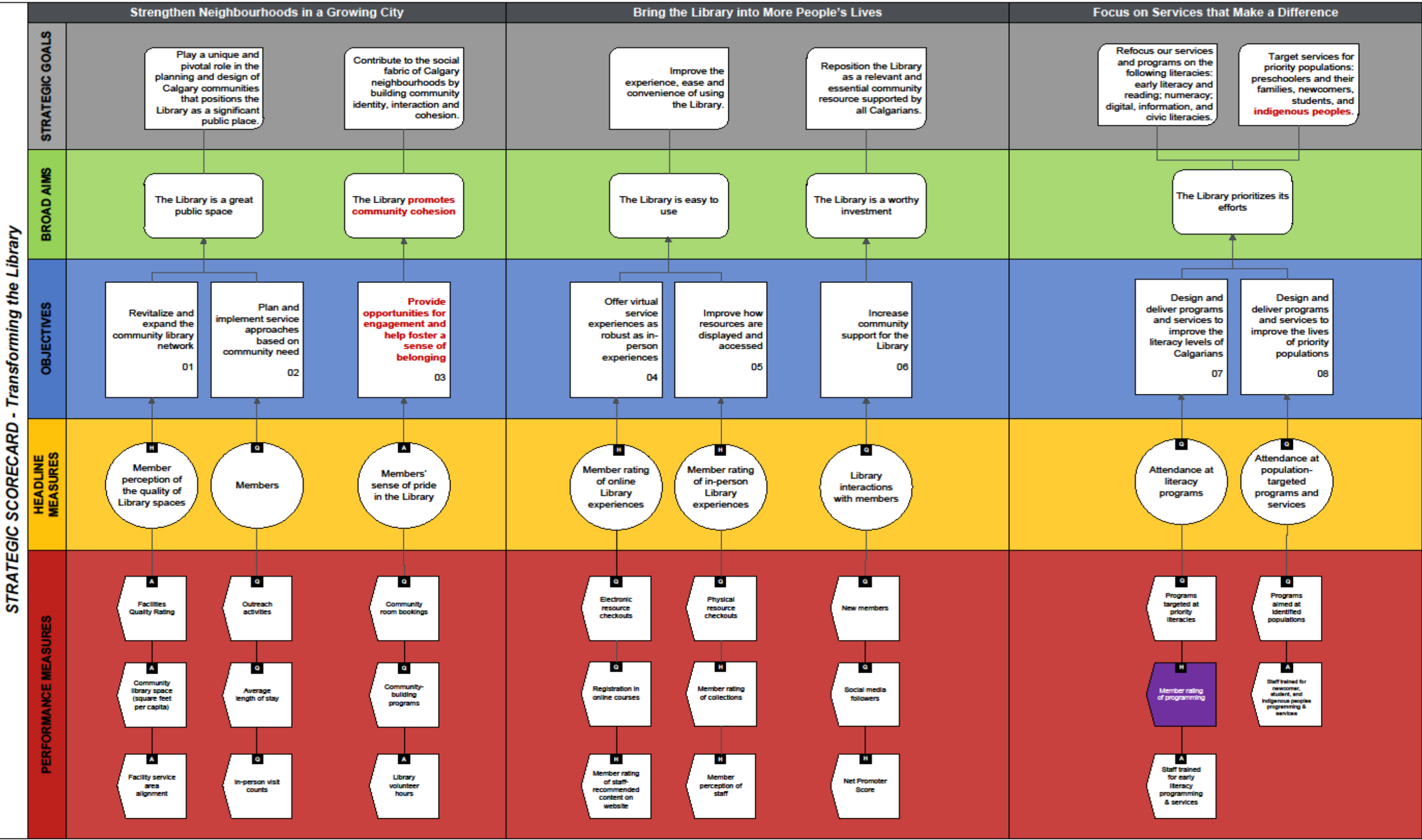
IV. CONCLUSION

By the measures chosen, the aims of this strategic plan; to strengthen neighbourhoods, to be more relevant to more people, and to focus on making an impact were all achieved. Most broadly, the results in membership and visits confirm that the 2015 - 2018 Strategic Plan resonated with Calgarians, who now support the Library (and the CPL Foundation) as never before.

V. RECOMMENDATION

That the Strategy and Community Relations Committee receive this report, *Strategic Scorecard 2018Q4 Update*, for information.

Paul Lane
Director, Corporate Services





STRATEGIC SCORECARD - Strengthening Neighbourhoods 1/3

INDICATOR

A1. Member Rating - Library Spaces



Baseline Result	Most Recent Result	Average Result
66.6%	▲ 87.5%	76.3%

STATUS



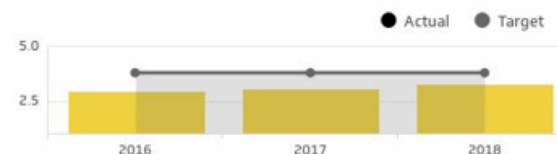
This
indicator
has been
met

NOTES

- A positive perception of library spaces is a necessary condition for those spaces being successful community hubs
- The quantity, quality and distribution of library spaces are drivers of perceived quality
- Variation in semi-annual results is due to different sampling methodology – HY2 results are randomized and HY1 results are self-selected
- Renovations at all locations, begun in 2012 at Fish Creek, were completed by the end of 2018.
- Administration's view is that user's perceptions of the quality of library spaces is a success, and that this factor contributes positively to the Library's ability to build community

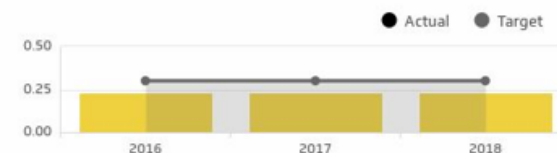
PERFORMANCE MEASURES

A2. Facility Quality Rating



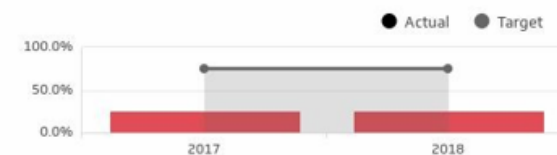
Baseline Result	Most Recent Result	Average Result
3.0	▲ 3.3	3.1

A3. Community Library Space - Square Feet Per Capita



Baseline Result	Most Recent Result	Average Result
0.23	■ 0.23	0.23

A4. Facility Service Area Alignment



Baseline Result	Most Recent Result	Average Result
26.3%	▼ 26.0%	26.1%



STRATEGIC SCORECARD - Strengthening Neighbourhoods 2/3

INDICATOR

B1. Members



Baseline Result	Most Recent Result	Average Result
498,044	▲ 687,495	596,014

STATUS



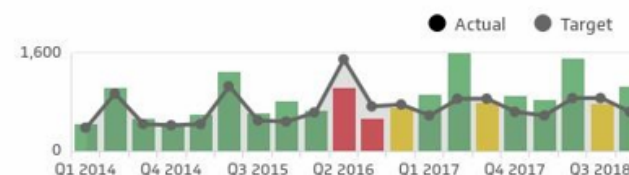
This indicator has not been met

NOTES

- A majority of residents being library members is a necessary condition for the library to be a centre of community life and force for cohesion
- The number of visits to the library, the library's outreach, and the degree of engagement while at the library are drivers of membership
- Despite steady growth in membership, the target of 800,000 library members was not met
- Administration's view is that this remains an important objective to achieve and will plan accordingly

PERFORMANCE MEASURES

B2. Programs in the Community



Baseline Result	Most Recent Result	Average Result
451	▲ 1,069	871

B4. In-Person Visit Counts



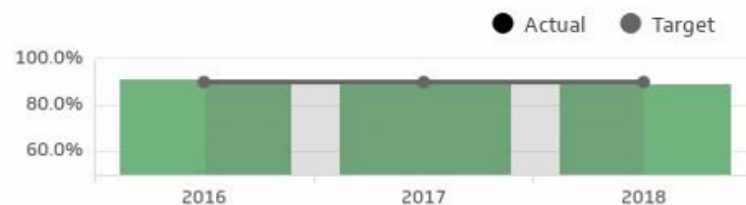
Baseline Result	Most Recent Result	Average Result
1,342,095	▲ 1,762,881	1,589,864



STRATEGIC SCORECARD - Strengthening Neighbourhoods 3/3

INDICATOR

C1. Members' Sense of Pride in the Library



Baseline Result	Most Recent Result	Average Result
91.7%	▼ 90.0%	90.6%

STATUS



This indicator has been met

NOTES

- Association with an effective community building institution is a driver of community cohesion itself
- The quantity of opportunities to participate in community building activity through, or with, the Library, is a driver of a sense of pride and therefore cohesion
- These community-related performance measures have increased substantially, supporting a high sense of pride in the Library
- Administration's view is that member's sense of pride in the library has been successfully maintained at high levels, ultimately enhancing the library's ability to contribute to community cohesion

PERFORMANCE MEASURES

C2. Community Room Bookings



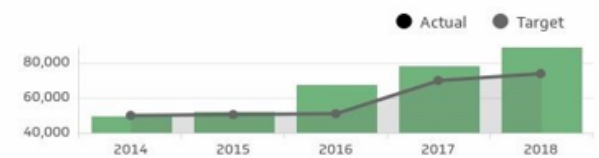
Baseline Result	Most Recent Result	Average Result
407	▲ 5,605	1,392

C3. Community-Building Programs



Baseline Result	Most Recent Result	Average Result
1,168	▲ 1,292	1,145

C4. Library Volunteer Hours



Baseline Result	Most Recent Result	Average Result
50,000	▲ 89,000	67,760



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

INDICATOR

D1. Member Rating - Online Library Experiences



Baseline Result	Most Recent Result	Average Result
74.8%	▲ 88.8%	85.4%

STATUS



This
indicator
has been
met

NOTES

- An online experience that is the equal of an in-person experience is a key outcome in making the Library easy, convenient, and relevant
- The quantity and quality of on-line transactions are key drivers of perception of the on-line experience
- Improvements in content, user experience, and adding new services helped to increase availability of material, member use, and member satisfaction
- Administration's view is that user's perception of their on-line experience is a success, and contributes to increasing the relevance of the library

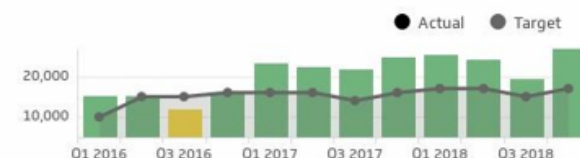
PERFORMANCE MEASURES

D2. Electronic Resource Checkouts



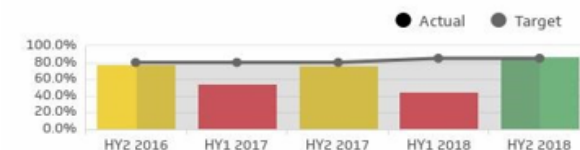
Baseline Result	Most Recent Result	Average Result
356,451	▲ 793,108	583,064

D3. Registration in Online Courses



Baseline Result	Most Recent Result	Average Result
15,311	▲ 26,772	20,679

D4. Member Rating - Staff-Recommended Website Content



Baseline Result	Most Recent Result	Average Result
78.1%	▲ 87.3%	68.4%



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

INDICATOR

E1. Member Rating - In-Person Library Experiences



Baseline Result	Most Recent Result	Average Result
78.8%	▲ 96.1%	87.3%

STATUS



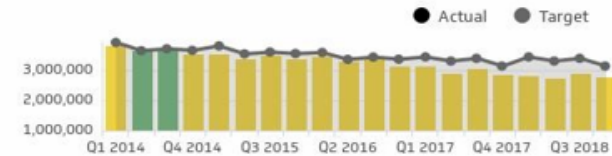
This indicator has been met

NOTES

- A productive, pleasant and barrier-free in-person experience is the outcome of efforts to make the Library easier and more convenient
- Successfully finding something that meets your needs, and effective and pleasant interactions with staff members are drivers of perception of the in-person experience
- Interestingly, ratings of collections, staff, and overall satisfaction have all held up as circulation adjusts
- Administration's view is that perceptions of the quality of the in-library experience are a success, which bolsters overall satisfaction as use patterns continue to shift and enhances the relevance of the library

PERFORMANCE MEASURES

E2. Physical Resource Checkouts



Baseline Result	Most Recent Result	Average Result
3,840,765	▼ 2,813,138	3,285,994

E3. Member Rating - Collections



Baseline Result	Most Recent Result	Average Result
62.1%	▲ 87.6%	76.4%

E4. Member Rating - Staff



Baseline Result	Most Recent Result	Average Result
83.8%	▲ 96.7%	89.4%



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

INDICATOR

F1. Library Interactions with Members



Baseline Result	Most Recent Result	Average Result
4,524,352	▼ 4,070,693	4,279,610

STATUS



This indicator has not been met

NOTES

- Increasing activity levels should be the result of removing barriers and increasing convenience, and be a driver of relevance
- Library Interactions includes circulation, in-library activity attendance, wireless sessions, and computer sessions
- Decreasing numbers of physical circulations and increased Chromebook use over computers are factors driving this metric
- Administration's view is that steady membership growth and satisfaction levels, in the face of drifting circulation numbers suggests that the Library does, and can continue, to draw relevance in non-traditional ways

PERFORMANCE MEASURES

F2. New Members



Baseline Result	Most Recent Result	Average Result
15,944	▲ 36,758	28,386

F3. Social Media Followers



Baseline Result	Most Recent Result	Average Result
23,998	▲ 51,067	34,659

F4. Net Promoter Score



Baseline Result	Most Recent Result	Average Result
63.4	▼ 61.5	65.9



STRATEGIC SCORECARD – Focus on Making a Difference 1/2

INDICATOR

G1. Attendance at Literacy Programs



Baseline Result	Most Recent Result	Average Result
38,560	▲ 49,700	40,726

STATUS



This
indicator
has been
met

NOTES

- Focusing on a few select literacies allows the Library to help remove key barriers to opportunity for those who most need a hand up
- The quantity and quality of effort and resources applied in this area are drivers of the number of members who could be helped
- Much thought and innovation was applied to programs in this area, which resulted in a high degree of variability in our approach and the ability to program consistently
- Administration's view is that program attendance is a success, and will continue to be an area of focus

PERFORMANCE MEASURES

G2. Programs - Priority Literacies



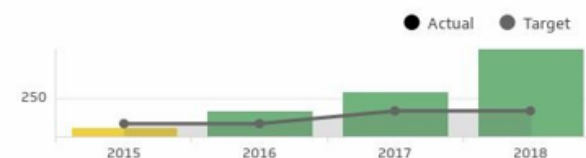
Baseline Result	Most Recent Result	Average Result
2,000	▲ 2,803	2,184

G3. Member Rating - Programming



Baseline Result	Most Recent Result	Average Result
84.5%	▲ 95.3%	87.8%

G4. Staff Trained - Early Literacy Programming & Services



Baseline Result	Most Recent Result	Average Result
137	▲ 442	264



STRATEGIC SCORECARD – Focus on Making a Difference 2/2

INDICATOR

H1. Attendance at Population-Targeted Programs



Baseline Result	Most Recent Result	Average Result
40,631	▲ 53,118	47,983

PERFORMANCE MEASURES

H2. Programs - Target Populations



Baseline Result	Most Recent Result	Average Result
1,821	▲ 3,199	2,609

STATUS

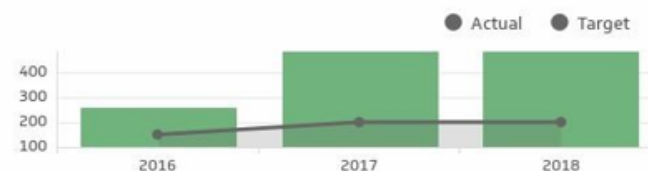


This indicator has been met

NOTES

- Focusing on the most vulnerable populations allows the Library to be the most impactful it can be
- Building capacity for programs in this area is the driver of the increased number of members who are able to access these services
- Development of mobile service platforms has helped the Library to reach more of these vulnerable populations
- Administration's view is that program attendance has been a success, and will continue to be an area of focus

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



Baseline Result	Most Recent Result	Average Result
263	▲ 483	409

Report to the
Calgary Public Library Board
Based on Governance Committee Discussion
January 30, 2019
Board Meeting Frequency

I. EXECUTIVE SUMMARY

In order to ensure the most efficient use of the time of the Board and the Executive Leadership Team (ELT), enhance the Board's governance-level focus, and increase available Board time for external strategic advocacy, community outreach and relationship building, the Governance Committee is recommending that the Board adopt the meeting schedule proposed in this report going forward, thereby reducing its annual public meeting schedule from 10 meetings a year to 5 meetings a year.

II. BACKGROUND AND RATIONALE

This new schedule meets our legal obligations, which are to meet at least once every four months, in accordance with The Libraries Act. ELT has determined that the recommended meeting dates allow the organization to meet all its external and legal obligations in a timely fashion. Committee meetings will continue to occur monthly. For this year, because committee meeting schedules have been planned around Board Meetings as their anchor, the Board meetings will continue to happen on the last Wednesday of meeting months.

Between formal meetings, the Board is empowered to table, discuss, and vote on urgent motions electronically, as required and as laid out in the Board Bylaw. Records of these motions and their outcomes will be reported at the next Board meeting. Additional in-person meetings may be organized on an ad hoc basis, with notice given to the public that they will occur and that public participation is welcome.

As a general rule, any report made at committee will not be repeated at the full Board. Strategic Quarterly Updates and Quarterly Risk Reviews will continue to take place at committee and will not be repeated to the full Board. All Board Members will have the opportunity to attend these presentations at the committee meeting, and to ask questions about all committee reports (including Strategic and Risk updates) when the minutes of those committee meetings are reported to the full Board by the Committee Chair.

In consultation between Committee Chairs and the Board Chair, Committee business that requires full Board discussion may result in additional or duplicated reports to the full Board. Examples of such duplicated reports might be consideration of policies or bylaws, Board recruitment activities, retreat planning, or (in relevant years) strategic plan development.

Each full Board meeting will continue to include reports from all Board committees, monthly operating statistics reported to the end of the previous month, a written and verbal CEO's report, and a brief verbal report highlighting progress on a specific strategic initiative or project.

III. PROPOSED BOARD MEETING SCHEDULE

Proposed Board Meeting Schedule	
Month	Required Activity
November	<ul style="list-style-type: none"> First meeting of the year Annual Board self-evaluation
January	<ul style="list-style-type: none"> Approve budget Discuss board retreat objectives Review Strategic Initiatives and Committee Workplans for the Year
March	<ul style="list-style-type: none"> Review and approve audited financial statements CEO Performance Review – review and approve results Any approvals needed in preparation for City of Calgary Civic Partners' presentations
June	<ul style="list-style-type: none"> Annual Risk Review (Heat Map) (assuming this remains part of the risk management process) Any approvals or recommendations necessary for the annual Board recruitment process
September	<ul style="list-style-type: none"> Last meeting of the year and to ensure the Board meets at least once every four months Receive Audit & Finance Committee's Review of Q1 and Q2 Financials, to highlight the financial status at this point in the year Review progress on Strategic Initiatives laid out in January Approve the Governance Committee's recommended Board appointments and alternates, and officially recommend them to City Council Callout for Alberta Library Conference presentations

Additional Meetings / Board Gatherings	
Month	Required Activity
March	<ul style="list-style-type: none"> Retreat, as designed by Strategy & Community Committee in consultation with the Board
April	<ul style="list-style-type: none"> Alberta Library Conference (optional)
November	<ul style="list-style-type: none"> Organizational Meeting Welcome and onboarding new Board Members, if necessary
Ad hoc	<ul style="list-style-type: none"> The Board may add meetings as required, as long as they are made open to the public.

IV. RECOMMENDATION

That the Calgary Public Library Board adopt the meeting schedule outlined in the report, Board Meeting Frequency, dated January 30, 2019, going forward, thereby reducing its annual public meeting schedule from 10 meetings a year to 5 meetings a year.

Ms. Shereen Samuels
Chair, Governance Committee

Report to the Calgary Public Library Board
Calgary Public Library Foundation Update
January 24, 2019

Highlights

Gifts Secured

- \$100,000 Mary Rozsa de Coquet for Rozsa Arts at the Library
- \$100,000 Judy MacLachlan for Out of School Programming
- \$56,287 Calgary Foundation Community Grant for Elder's Guidance Circle
- \$50,000 Jane Parkinson confirmation of a planned gift
- \$27,800 Hunter Family Foundation for new Central Library Questionarium
- \$25,000 John Anderson gift to be used as a match for next Leadership Breakfast
- \$15,000 SM Blair Family Foundation for Multi-language Quick Picks

Asks Pending

- \$500,000 Dow Canada for Ultimate Summer Challenge
- \$375,000 Pembina for Engine 23 programs
- \$309,430 Public Safety Canada National Crime Prevention Strategy for ISSP Kids Hub initiative
- \$193,214 Government of Alberta Career & Employment Information Services (CEIS) Grant for Job Desk initiative at new Central Library
- \$103,459 Calgary Learns Digital Learning In the Community
- \$100,000 John Cummings
- \$25,000 Alberta Foundation for the Arts for 2019 Author in Residence
- \$17,465 Canada Summer Jobs Grant for Foundation Summer Students

Declines

\$2,000,000 Calgary Foundation Major and Signature Grant
\$1,000,000 Dow Canada Named Space at new Central Library
\$100,000 The National Heritage Digitization Strategy Funding Call for Digitizing Canadian Collections
\$50,000 ConocoPhillips for renewal of Reading Buddies
\$10,000 asks for Locked Library Presenting Sponsorship by Murlyne Fong, Northweather, Axia Fibrenet and Litwiniuk & Company

Other Highlights

- Since the opening of the new Central Library, there are 723 new donors and sponsors of 115 window inscriptions
- Foundation Central, new Central Library pop-up store pilot ran Dec 6 – 20 (12:00 – 5:00pm weekdays) had 192 sales transactions with \$6,002 merchandise sales, \$10,100 in donations

Forecast

- February 1st Locked Library – 865 tickets sold to date
 - CTV segment to run on Jan 30
- Next Direct Mail is scheduled for week of March 4th

Organizational News

- Special Meeting: Strategic Session of the Foundation Board on January 21
- Planning for the 3rd Annual Conference on Fundraising for Public Libraries (July 28 – July 30 at the new Central Library) is underway
- Market research and recommendations (part 1) and other supporting material prepared for Library Board's Governance Committee January and February discussion of Naming Policy
- Karen Lamola is exiting the role of Communications Associate on February 6

Add In Campaign (as at December 31, 2018)

Campaign to Date Raised: \$337,657,583

Year to Date Raised: \$17,273,434

Total Campaign Gifts: 59,994

Unique Donors: 18,399

Windows of Opportunity: 2,287

- 2,074 at \$100
- 126 at \$2,018
- 87 at \$5,000

Calgary Public Library

2019 STRATEGIC INITIATIVES

STRATEGY I

Create opportunities to build connection, share in collaborative action, and deepen understanding of community.

INITIATIVE	ALIGNMENT	LEAD	DELIVERY	2020 and Beyond	POTENTIAL PARTNERS*
Launch a fine free policy for children’s materials.	INCLUSION RECONCILIATION CONNECTION	Mark Sarah	Q3	Complete in 2019	Calgary Board of Education (CBE), Calgary Catholic School District (CCSD), Community Hubs, Urban Libraries Council (ULC)
Develop and implement a diversity and inclusion strategy.	INCLUSION RECONCILIATION	Paul	Q2	Develop by end of Q2. Implement by end of Q4	TBD.
Expand and decentralize Newcomer Services.	INCLUSION CONNECTION	Jackie Sarah	Q3	Carried into 2020	Calgary Local Immigration Partnership (CLIP), ISAs (Calgary Bridge Foundation for Youth, Calgary Catholic Immigration Society, Calgary Immigrant Women’s Association, Calgary Immigrant Educational Society, Centre for Newcomers, Immigrant Services Calgary, YMCA)
Expand Indigenous Placemaking.	INCLUSION RECONCILIATION CONNECTION	Jackie	Q4	Carried into 2023	Aboriginal Friendship Centre of Calgary, Indigenous Communities,
Finalize a framework for the Treaty 7 Language Centre and Resources.	INCLUSION CONNECTION	Jackie	Q2	Carried in 2020	Aboriginal Friendship Centre of Calgary, Indigenous Communities, Mount Royal University, University of Alberta, University of Calgary
Create stronger community connections through volunteers.	INCLUSION RECONCILIATION CONNECTION	Sarah	Q3	Complete in 2019	Aboriginal Friendship Centre of Calgary, Alberta Justice, CBE, CCSD, ISAs, Propellus
Renew and implement outreach strategy and priorities.	INCLUSION CONNECTION	Mark Jackie	Q2	Complete in 2019	CBE, CCSD, Calgary Housing, City of Calgary, Indigenous Communities
Enhance access and connection through technology, digital resources, and partnership.	CONNECTION	Mark	Q2	Carried into 2022	City of Calgary
Activate community hubs at Village Square, Forest Lawn, and Saddletowne.	INCLUSION RECONCILIATION CONNECTION	Mark	Q2	Carried in 2020	City of Calgary, Rotary Club of Calgary, United Way
Develop a framework to provide civic engagement opportunities for Calgarians.	INCLUSION RECONCILIATION CONNECTION	Jackie Sarah	Q2	Complete in 2019	CBE, CCSD, City of Calgary, Community Associations, ISAs

**Partners are listed in alphabetical order. These are examples of prospective partners and collaborators and do not confirm their involvement.*

STRATEGY II

Be a positive catalyst for personal change and adaptation, sustaining curiosity and lifelong discovery.

INITIATIVE	ALIGNMENT	LEAD	TIMING	2020 and Beyond	POTENTIAL PARTNERS*
Improve and expand on early learning, including programs, collections, services, and facilities.	EARLY LITERACY LEARNING EMPOWERMENT	Jackie	Q3	Carried into 2022	City of Calgary, Library Foundation, Mount Royal University, YYC Plays
Develop a learn-to-read strategy for school-aged children.	EARLY LITERACY LEARNING EMPOWERMENT	Jackie	Q3	Complete in 2019	CBE, CCSD, Mount Royal University, University of Calgary
Improve program accessibility in terms of registration and capacity.	EARLY LITERACY LEARNING EMPOWERMENT	Jackie Sarah	Q2	Complete in 2019	Internal and external user groups
Provide and enhance accessible, inclusive, comfortable, and multi-use spaces.	LEARNING EMPOWERMENT	Paul Sarah	Q2	Complete in 2019	Access Calgary, City of Calgary Accessibility Committee, user groups
Grow technology services through hardware, specialty software, and wireless.	LEARNING EMPOWERMENT	Mark	Q3	Carried into 2020	City of Calgary, Cybera
Introduce a Technology Plan for the Library.	LEARNING EMPOWERMENT	Mark	Q1	Complete in 2019	Consultants, internal and external user groups
Establish Central Library as a key part of Calgary's technology and innovation network.	LEARNING EMPOWERMENT	Jackie Sarah	Q1	Carried into 2020	Alliance, CTI, Inception U, Platform, Rainforest
Redevelop and relaunch calgarylibrary.ca.	LEARNING EMPOWERMENT	Mary	Q3	Complete in 2019	Consultants, internal and external user groups

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