

CALGARY PUBLIC LIBRARY

Board Meeting

5:30 PM, Wednesday, November 27, 2019
0-11 Boardroom, Central Library



I.	Treaty 7 Opening	1
II.	Chair's Opening Remarks	
III.	Review of Agenda	
IV.	Consent Agenda	
	A. Minutes of the October 2, 2019 Board Meeting <i>(based on draft unapproved minutes)</i>	x
	B. Minutes of the November 13, 2019 Board Organizational Meeting <i>(based on draft unapproved minutes)</i>	x
V.	Business Arising	<i>verbal</i>
	A. Business Arising from the Minutes	
	B. Advocacy Updates, including ALTA Report	
	C. 2019-2020 Board and Committee Meetings schedule	3
VI.	Chair's Report <i>Mr. Avnish Mehta</i>	<i>verbal</i>
VII.	Operational Report (November 2019) <i>Mr. Mark Asberg, CEO</i>	5 <i>discussion</i>
VIII.	Audit and Finance Committee <i>Mr. Andrew Rodych, Committee Chair</i>	<i>information</i>
	A. Report of the October 22, 2019 Meeting <i>(based on draft unapproved minutes)</i>	17
IX.	Strategy and Community Committee <i>Ms. Janet Hutchinson</i>	<i>information</i>
	A. Report of the October 24, 2019 Meeting <i>(based on draft unapproved minutes)</i>	25
X.	Governance Committee <i>Ms. Shereen Samuels, Committee Chair</i>	<i>verbal</i>
XI.	Calgary Public Library Foundation Update (10 minutes) <i>Ms. Janet Hutchinson, Board Representative</i>	<i>verbal</i>
	A. Foundation Update	29

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XII. Other Business

information

XIII. In Camera

verbal

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.

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Library Board Meeting Schedule - DRAFT
Proposal

2019 - 2020

Legend	
Meeting	Time
BRD	Regular Board Meeting 5:30 PM
A&F	Audit & Finance Committee 5:30 PM
GOV	Governance Committee 5:30 PM
S&C	Strategy & Community Comm. 5:30 PM
SP	Special Board Session / Retreat TBD: Early to mid-March
F	Foundation Board Meeting 5:30 PM
AGM	Foundation AGM 5:30 PM
CA	City's Audit Committee 9:30 AM
SPC	City's SPC on CPS (Civic Partner Report) 9:30 AM
ALC	Alberta Library Conference, Jasper Apr 25-28
ORG	Board Organizational Meeting 5:30 PM
EPL	EPL-CPL Boards Joint Meeting
HOL	Holidays

November 2019						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11 HOL	12	13 ORG	14	15	16
17	18	19	20	21	22	23
24	25	26	27 BRD	28	29	30

December 2019						
S	M	T	W	T	F	S
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8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25 HOL	26 HOL	27	28
29	30	31				

January 2020						
S	M	T	W	T	F	S
			1 HOL	2	3	4
5	6	7	8 GOV	9	10	11
12	13	14 S&C	15	16	17	18
19	20	21 A&F	22	23	24	25
26	27	28	29 BRD	30	31	

February 2020						
S	M	T	W	T	F	S
						1
2	3	4	5 GOV	6	7	8
9	10	11 S&C	12	13	14	15
16	17 HOL	18 F	19	20	21	22
23	24	25	26	27	28	29

March 2020						
S	M	T	W	T	F	S
1	2	3	4 GOV	5	6	7
8	9	10 S&C	11	12	13	14 SP
15	16	17	18	19	20	21
22	23	24 A&F	25 BRD	26	27	28
29	30	31				

April 2020						
S	M	T	W	T	F	S
				1	2	3
5	6	7	8 GOV	9	10 HOL	11
12	13	14	15 S&C	16	17	18
19	20	21 A&F	22	23	24	25
26	27	28	29	30		
Apr. 21 - Foundation						

May 2020						
S	M	T	W	T	F	S
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31						

June 2020						
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28	29	30				
			CA			

July 2020						
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26	27	28	29 BRD	30	31	

August 2020						
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30	31					

September 2020						
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13	14	15	16	17	18	19
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27	28	29	30			

October 2020						
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18	19	20 A&F	21	22	23	24
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November 2020						
S	M	T	W	T	F	S
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22	23	24	25 BRD	26	27	28
29	30					

December 2020						
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27	28 HOL	29	30	31		

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Operational Report November 2019

Government Relations

The last Operational Report outlined the request from City Administration for the Library to provide feedback on how potential reductions to the Civic Partner Operating Grant Program would affect operations and services. The Library prepared and submitted its response to this request. The responses were submitted in the required format of 255 characters or less.

Description of Reductions: The Library will reduce open hours, number of locations, collections, literacy programs, outreach, promotional activities, and investments in IT and facilities. Staffing will be reduced through attrition and opportunities for casual hours will be limited.

Alignment of Reductions with Least Harm Approach: A contraction of core Library services will result, despite restructuring to minimize impact. Reduced hours, less onsite and outreach programming and service, the likely closure of Sage Hill, and the curtailment of growth and community impact will result.

While it is impossible to predict the precise impacts on the Library's levels of service before the amount of any actual reduction is fully known, further cuts to operating funding will reduce the Library's positive impact in the community and hinder the Library's ability to fulfill its mission and vision. While the Library is committed to a least harm approach to any operational adjustments in response to budget reductions, the possibility of closing a Library location, further cuts to programming and outreach, and decreasing investments in IT, facilities, and promotion are very real.

The Library CEO, Board Chair, and other Board members continue to meet individually with City Councillors to advocate for the Library's value and positive impact in the community, to describe the reduction in that community impact that would flow from further budget cuts, and to reassure leaders that the Library is being operated efficiently and governed responsibly. Questions from City Councillors about the Library have been wide ranging, including inquiries about Central Library operations and costs, advocacy related to practices in e-book publishing and sales to public libraries, new and innovative service models and techniques, reaching socially isolated populations, and opportunities to expand library service in new communities and enhance library spaces in established communities.

In the meantime, the Library received news from the Government of Alberta regarding the impact flowing from the 2019-2020 provincial budget, released on October 24, 2019. Libraries across Alberta were very pleased to receive the news that provincial funding to public libraries has not been reduced. This funding not only supports operations at individual libraries and urban library systems, but also services to indigenous populations and technology and e-resource sharing across the province.

Operational Highlights

System News and Numbers

- Circulation of digital items continues to grow and now represents slightly under 25% of overall circulation, even as the circulation of physical items is showing small increases. For context, the circulation of digital items accounted for less than 15% of overall circulation five years ago. If current trend lines continue, more than a third of circulation will be digital by the end of 2020. In early November, the Library reached an important milestone: over 2 million Overdrive checkouts in less than a year.
- Budget restraint is placing the Library at a disadvantage in terms of its ability to continue to grow outreach programs and services; outreach work is important to the Library and the community, at the same time as it is more staff and time intensive than other types of work. Fall 2019 has seen a slide in Library outreach activities in excess of 25%.
- The strong increase reported in numbers of in-Library programs offered in September and October is attributable to fact that current numbers compare Central Library's current offerings to the same period last year in which far fewer programs were being offered as 616 Macleod Trail was undergoing its phased shut down. In addition, 2019 numbers for this period include programming from Seton Library, which was not yet open this time last year.
- More and more individual library locations are showing declines in in-house programming, in line with decreased capacity in the system.

Birthdays

Two community libraries celebrated birthdays in October, Louise Riley at 60 years and Bowness at 55. Festivities included treats, special story times, important guests, music, magicians, and more. The celebrations were very well attended and appreciated by the community with over 908 people at the Bowness celebrations and 810 at Louise Riley.



A family member of Louise Riley marked the occasion by donating a book by Louise Riley.



The carnival themed party including games, prizes, and performers.

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A costume party brought members of all ages to Bowness.



Activities included crafts, a special storytime, and performers.

The biggest celebration of the past two months took place at Central: 6,600 people visited Central Library on November 2 in honor of its first birthday. Highlights of the day included a very well attended Mayor's story time and a Friendship Round Dance, led by Arena Director Hal Eagletail and several Indigenous dancers and drummers from Treaty 7 nations. Library staff, volunteers, and visitors joined hands and weaved their way from the Welcome Gallery up to the 2nd Floor and back, in celebration and friendship.



The first 5000 visitors received a birthday gift from the Library!



The Mayor's Storytime was a huge hit.

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Dancers and drummers start assembling for the Friendship Round Dance.



The day was full of family-friendly crafts and activities throughout Central.

Performance Hall Fee Increases

A year after opening, Central Library has successfully hosted myriad events, conferences, and programs. In that time, the Library team has learned a lot about running events in this unique space. After careful evaluation of the complexities involved in operating the Performance Hall and connected spaces and a thorough evaluation of comparable venues in Calgary and across the country, the Library has decided that, starting January 31, fees will be increasing for both non-profit and businesses renting out the Performance Hall and the Performance Hall in combination with Level 0 meeting rooms. This increase is based on a cost recovery model, to ensure that the clearly identified hard costs to the library of supporting these rentals are covered including, security, cleaning, technology support, set-up, and logistics.

Kayden Ruda – Western legacy award winner

Calgary Public Library youth volunteer, Kayden Ruda, was nominated for and won the 2019 Calgary Stampede Western Legacy Award in the Youth category on October 29, 2019. A rising star, to be certain, Kayden has volunteered at Calgary Public Library in six different youth-based programs. His enthusiasm inspires young students to group around him, to ask questions, interact and learn in a safe and healthy manner during Library programs. Volunteer Resources nominated Kayden and we are very proud that he was chosen as the recipient of the award for 2019.



Highlights from Work on Strategy 1: Inclusion, Reconciliation, and Connection

Red Dress Day

Calgary Public Library was proud to host Red Dress Day at Central Library on Tuesday, November 19 in partnership with Awo Taan Healing Lodge Society. The day raised awareness of the ongoing national crisis of Missing and Murdered Indigenous Women and Girls (MMIWG). Event attendees had the opportunity to meet with Awo Taan staff and community advocates with a personal connection to MMIWG and were invited to take part in a Red Dress Workshop, in which Indigenous and non-Indigenous people create small felt red dresses. Each red dress is made to represent a missing or murdered love one. A red dress can also represent one's support of immediate action to address this crisis. The Red Dress dolls are part of a growing exhibition that will be displayed at select Calgary Public Library locations in 2020.

Centre for Newcomers: Legacy Project

The Centre for Newcomers launched a legacy project in 2019 to celebrate their 30th Anniversary. The project aimed to record and share the stories of immigrants and immigrant families and many of the videos were completed at the Library using our video recording and post-production studios. On November 5, the Centre for Newcomers held an event at the Central Library to celebrate the project and officially transfer the recordings to Calgary Public Library so that Calgarians can access them through our digital library starting in early 2020.

Create Space – Civic Engagement and Civil Dialogue

In September the Library used the Create Space to explore issues around civic engagement, how people gather information, civil dialogue and whether patrons feel the Library is and should be a neutral space. The installation received a great response. A few of the findings:

- Overwhelmingly, responders believe that libraries are neutral spaces, should be neutral spaces, and are trusted by the public.
- The number one theme or issue identified by responders relates to community relations: not knowing neighbors, a scarcity of gathering spaces, increased social isolation, and a lack of respect for each other. The second most prevalent theme that emerged related to concerns about public infrastructure, followed closely by barriers for vulnerable populations and addictions.
- Most responders reported that they form their opinions through conversations with family and friends (rather than research or media) but learn about local issues primarily through social media and news media.
- Responders identified public spaces as the most important places in which to hold or have difficult conversations, even as 45% of responders agreed with the statement that civil dialogue is dead and about 25% of responders stated they did not like to have their own personal views challenged.

Results of the Create Space installation will help inform the Library's continuing work in developing framework to provide civic engagement opportunities for Calgarians.

Highlights from Work on Strategy 2: Early Literacy, Learning, and Empowerment

Fish Creek Early Learning Centre Refresh

On Saturday November 9, hundreds of community members celebrated the re-opening of the Early Learning Centre at Fish Creek Library. The wonder-inspiring, sensory-rich, and book-filled toddler space is supported by donations in memory of Colin Ohler, while upgrades to other parts of the ELC were supported by funds from Susan Anderson.

The refresh design was informed by extensive empathy and piloting work and better integrates collection and play elements, creates more opportunities for adult caregivers to engage with children, and intentionally incorporates physical play. Many of the changes address identifiable pain points, like better channeling physical energy into enriching, playful activities that create positive experiences for everyone. With the new layout and features, team members have already observed that more adult patrons are browsing and selecting items while their children are playing near them and that the baby and toddler area is now busier than ever. In addition, facility changes at Fish Creek have created a more expansive area dedicated to school-aged children, including the addition of a Questionarium modelled after the first one stalled at Central Library. The success and learnings from the Fish Creek ELC refresh will inform future projects, including the Village Square ELC refresh project (to be completed by year-end) and the design of the new ELC at Nose Hill Library (to be completed Jan/Feb 2020).



Learning Circles Pilot

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Piloted this Fall, the objective of the Learning Circles format is to have patrons work together through online course material in a lightly facilitated group setting. With the first program complete and the second program halfway through, initial results are positive and reveal some interesting insights to support further program development. Registration in the courses indicates that demand for this type of program model is high and that the combination of virtual learning with physical meet ups increases completion rate of the courses. Multiple participants in both pilots have expressed interest in staying in touch with other patrons after the class has ended. The Library will be running three more Learning Circles sessions in the new year at three different community libraries.

Virtual Reality and AI-powered Service

The Library has been testing the Oculus Quest virtual reality headset and a variety of augmented reality apps in preparation for a 2020 pilot of codeTEEN: Extended Reality. A generous grant from the Telus Community Foundation will fund the purchase of a class set of headsets and the technology to support them this year, so that Library patrons will be empowered to make use of this cutting-edge technology.

The Library's chat-bot, Scout, will be launched on the website in early December. At present, Scout's human enablers are working on improving AI training procedures, streamlining the user experience, and developing the knowledge base to include more information specific to varied library locations. The Library continues to see interest from other library systems on the development of our AI service, for instance responding to inquiries from King County and Baltimore County Libraries regarding the development of Scout's Alexa Skill, which was launched this fall.

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Board Level Overview

Calgary Public Library

Date

Year

Month

Monthly Community Library Results

September

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									
	2018	2019	2018	2019	2018	2019	2018	2019	2018	2019	2018	2019	2018	2019	2018	2019	2018	2019									
Bowness	200	202	1%	7,031	0,180	16%	12,002	11,166	-7%	1,535	1,705	11%	318	282	-11%	618	1,025	66%	03	88	-5%	38	30	3%	2	4	100%
Central	3,497	6,209	78%	80,778	132,407	64%	41,083	53,311	27%	14,142	18,066	28%	3,555	4,904	38%	6,510	31,780	387%	533	638	20%	201	307	98%	50	26	-48%
Country Hills	718	711	-1%	31,015	30,070	22%	46,080	44,230	-4%	3,882	2,404	-36%	787	2,101	178%	2,005	5,210	74%	367	366	-0%	83	88	6%	2	1	-50%
Crowfoot	912	726	-20%	41,734	43,438	4%	79,050	72,757	-8%	4,292	4,473	4%	558	626	12%	5,000	7,155	43%	728	714	-2%	127	125	-2%	2	4	100%
Fish Creek	705	538	-24%	25,928	33,204	28%	69,694	56,138	-19%	4,748	3,774	-21%	658	578	-12%	4,130	5,663	37%	561	561	0%	90	91	1%	11	2	-82%
Forest Lawn	405	432	7%	21,133	20,453	-3%	16,630	14,054	-15%	4,072	4,692	-6%	928	1,065	15%	2,313	3,720	61%	123	123	0%	70	85	8%	48	55	15%
Gluffre Family	302	228	-25%	12,978	15,750	21%	27,042	25,150	-10%	1,795	1,783	-1%	264	251	-5%	1,513	1,738	15%	270	270	0%	73	60	-18%	13	1	-92%
Judith Umbach	455	280	-38%	17,373	10,000	0%	25,400	23,961	-6%	3,452	3,200	-7%	758	952	26%	2,122	3,115	47%	237	224	-5%	62	65	5%	1	0	800%
Louise Riley	381	391	3%	24,290	23,671	-3%	34,469	32,020	-7%	3,571	2,934	-18%	953	1,482	56%	2,087	3,974	90%	387	368	-5%	64	66	3%	17	10	-41%
Memorial Park	248	170	-31%	14,783	14,217	-4%	10,743	9,596	-11%	0	0	NaN	1,071	1,042	-3%	958	1,723	80%	137	144	5%	56	42	-25%	2	1	-50%
Nicholls Family	376	316	-16%	16,648	20,934	26%	15,137	14,125	-7%	1,819	2,134	17%	1,286	1,215	-6%	1,997	4,252	113%	132	136	3%	34	33	-3%	2	3	50%
Nose Hill	385	363	-6%	34,430	35,430	3%	50,330	43,656	-13%	3,540	3,514	-1%	806	874	8%	2,715	4,826	78%	415	424	2%	66	66	0%	7	2	-71%
Quarry Park	340	198	-42%	19,547	17,278	-12%	24,256	18,273	-25%	1,657	1,468	-11%	286	175	-39%	1,319	1,914	45%	145	160	10%	34	45	32%	4	1	-75%
Rocky Ridge	93	78	-16%		0	NaN	7,740	8,972	16%	0	0	NaN		0	NaN	807	993	23%	9	14	56%	25	28	12%	0	6	∞%
Saddletowne	768	845	10%	50,417	49,853	-1%	22,507	22,413	-0%	6,614	7,493	13%	3,137	3,925	25%	3,392	5,614	66%	111	105	-5%	59	65	10%	34	4	-88%
Sage Hill	164	223	36%	5,829	6,074	4%	8,549	9,301	9%	2	448	22,300%	494	476	-4%	378	774	105%	42	60	64%	41	46	12%	4	7	75%
Seton	0	988	∞%	0	43,125	∞%	0	40,109	∞%	0	2,087	∞%	0	749	∞%	0	5,188	∞%	0	88	∞%	0	104	∞%	0	15	∞%
Shawnessy	752	716	-5%	47,071	42,501	-10%	56,264	49,743	-12%	5,103	4,960	-3%	956	923	-3%	3,353	5,304	58%	513	536	4%	101	88	-13%	17	8	-53%
Signal Hill	554	541	-2%	31,656	32,952	4%	63,456	59,141	-7%	2,823	3,104	10%	329	273	-17%	2,055	3,297	60%	565	542	-4%	80	78	-3%	4	8	100%
Southwood	275	247	-10%	14,042	13,268	-6%	24,373	21,758	-11%	1,722	1,829	6%	345	436	26%	997	1,757	76%	266	256	-4%	43	41	-5%	5	7	40%
Village Square	520	580	12%	3,629	42,066	1,059%	21,006	22,526	7%	3,814	5,667	49%	1,877	2,620	40%	2,115	5,912	180%	134	141	5%	53	77	45%	34	11	-68%
	12,050	14,982		502,112	653,979		657,638	652,427		69,483	75,825		19,366	25,039		47,401	104,952		5,768	5,967		1,409	1,729		259	185	

Key Measures Overview

Calgary Public Library

Date		Library Space		Access to Technology	
Year	2019				
Month	September				
New Members				Total technology sessions	
Sep	2019 14,082	24%	YTD 2019 110,702	25%	
	2018 12,050		2018 95,564		
Active Members				...computer sessions	
Sep	2019 738,651			Sep	2019 75,825
					2018 60,483
Programs & Outreach				...chromebook sessions	
Programs				...wireless sessions	
...In the library				...print, copy & scan jobs	
Sep	2019 1,720	23%	YTD 2019 16,206	Sep	2019 104,952
	2018 1,400		2018 12,880		2018 47,401
...In the community				...total technology sessions	
Sep	2019 185	-20%	YTD 2019 3,551	Sep	2019 421,272
	2018 250		2018 3,467		2018 300,631
...for adults, seniors or all ages				...total technology sessions	
Sep	2019 534	-1%	YTD 2019 5,464	Sep	2019 75,825
	2018 542		2018 5,327		2018 60,483
...for kids & teens				...total technology sessions	
Sep	2019 1,380	21%	YTD 2019 14,207	Sep	2019 75,825
	2018 1,136		2018 11,267		2018 60,483
Total number of programs				...total technology sessions	
Sep	2019 1,914	15%	YTD 2019 19,847	Sep	2019 75,825
	2018 1,668		2018 16,356		2018 60,483
Program participants				...total technology sessions	
Sep	2019 37,203	23%	YTD 2019 392,025	Sep	2019 75,825
	2018 30,365		2018 340,247		2018 60,483
				...total technology sessions	
				Sep	2019 421,272
					2018 300,631
				...total technology sessions	
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Board Level Overview

Calgary Public Library

Date

Year

Month

Monthly Community Library Results

October

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				
	2018	2019	%	2018	2019	%	2018	2019	%	2018	2019	%	2018	2019	%	2018	2019	%	2018	2019	%	2018	2019	%	2018	2019	%
Bowness	156	208	33%	8,732	10,202	17%	12,214	10,136	-17%	1,678	1,659	-1%	378	368	-3%	887	1,213	37%	89	95	7%	42	52	24%	7	2	-71%
Central	2,087	3,962	90%	56,505	131,812	133%	30,787	56,243	83%	5,821	18,631	220%	3,702	5,590	51%	4,563	34,821	663%	478	627	31%	122	376	208%	50	23	-54%
Country Hills	562	564	0%	33,362	41,792	25%	45,638	43,236	-5%	2,100	2,550	21%	1,769	2,428	37%	3,268	5,768	76%	348	359	3%	97	96	-1%	8	4	-50%
Crowfoot	748	703	-6%	40,599	40,823	1%	73,800	72,663	-2%	4,228	4,405	4%	704	802	14%	5,404	7,916	46%	680	716	5%	107	157	47%	10	10	0%
Fish Creek	720	539	-25%	33,616	35,307	5%	66,751	56,852	-15%	4,949	3,906	-21%	700	641	-8%	4,826	6,496	35%	552	569	3%	108	105	-3%	19	13	-32%
Forest Lawn	428	379	-11%	22,846	16,124	-29%	17,344	12,884	-26%	5,461	4,102	-25%	1,180	1,134	-4%	2,619	3,544	35%	118	121	3%	87	78	-10%	64	71	11%
Giuffre Family	253	229	-9%	14,724	15,991	9%	27,471	24,427	-11%	2,019	1,891	-6%	407	237	-42%	1,584	2,054	30%	250	264	6%	75	75	0%	7	9	29%
Judith Umbach	295	314	6%	18,424	20,742	13%	26,286	23,743	-10%	3,535	3,539	0%	984	1,211	23%	2,352	3,337	42%	236	241	2%	82	72	-12%	6	19	217%
Louise Riley	356	296	-17%	26,910	25,596	-5%	37,104	30,096	-19%	3,853	3,030	-21%	1,424	1,410	-1%	2,485	4,355	75%	369	371	1%	78	70	-10%	18	10	-44%
Memorial Park	202	148	-27%	16,664	15,299	-8%	11,852	8,185	-31%	0	0	NaN	1,454	1,020	-30%	1,345	1,772	32%	129	134	4%	43	19	-56%	0	0	NaN
Nicholls Family	329	309	-6%	17,982	22,334	24%	16,689	13,913	-17%	1,710	1,994	17%	1,777	1,117	-37%	2,211	4,278	93%	133	128	-4%	34	37	9%	14	11	-21%
Nose Hill	412	355	-14%	36,874	39,378	7%	51,255	48,060	-6%	3,663	3,607	-2%	1,017	1,126	11%	3,353	5,395	61%	419	446	6%	73	67	-8%	14	6	-57%
Quarry Park	394	176	-55%	21,600	19,468	-10%	25,361	18,441	-27%	1,822	1,594	-13%	206	206	0%	1,678	2,036	21%	145	169	17%	41	51	24%	5	4	-20%
Rocky Ridge	77	77	0%	0	0	NaN	7,563	9,190	22%	0	0	NaN	0	0	NaN	904	1,098	21%	7	18	157%	28	32	14%	6	8	33%
Saddletowne	699	686	-2%	58,607	53,411	-9%	23,803	22,171	-7%	7,301	7,364	1%	3,324	4,158	25%	4,091	5,927	45%	102	116	14%	72	83	15%	51	12	-76%
Sage Hill	164	224	37%	5,976	6,063	1%	8,629	9,227	7%	0	493	∞%	566	495	-13%	470	958	104%	45	71	58%	39	46	18%	2	4	100%
Seton	0	814	∞%	0	48,573	∞%	0	39,934	∞%	0	2,220	∞%	0	988	∞%	0	6,056	∞%	0	88	∞%	0	99	∞%	0	22	∞%
Shawnessy	812	664	-18%	50,326	41,660	-17%	57,161	49,271	-14%	5,752	4,879	-15%	1,199	1,145	-5%	3,961	6,044	53%	502	511	2%	113	89	-21%	14	3	-79%
Signal Hill	604	471	-22%	32,053	33,663	5%	61,335	60,501	-1%	2,850	2,914	2%	418	330	-21%	2,353	3,596	53%	536	574	7%	96	90	-6%	20	14	-30%
Southwood	230	236	3%	14,350	13,990	-3%	24,903	21,190	-15%	1,790	1,864	4%	360	418	16%	1,126	1,936	72%	269	265	-1%	56	44	-21%	11	1	-91%
Village Square	481	588	22%	10,013	51,127	411%	23,014	24,621	7%	4,461	6,010	35%	2,376	3,291	39%	2,596	7,357	183%	128	143	12%	64	74	16%	43	21	-51%
Total	10,009	11,942		520,163	683,355		648,960	654,984		62,993	76,652		23,945	28,115		52,076	115,957		5,535	6,026		1,457	1,812		369	267	

Key Measures Overview

Calgary Public Library

Date

Year

Month

New Members

Oct	2019	11,942	19%	YTD	2019	131,734	25%
	2018	10,009			2018	105,573	

Active Members

Oct	2019	727,694
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Programs & Outreach

Programs

...in the library

Oct	2019	1,812	29%	YTD	2019	18,108	27%
	2018	1,403			2018	14,292	

...in the community

Oct	2019	291	-26%	YTD	2019	3,842	-0%
	2018	391			2018	3,858	

...for adults, seniors or all ages

Oct	2019	533	0%	YTD	2019	5,997	2%
	2018	531			2018	5,858	

...for kids & teens

Oct	2019	1,323	30%	YTD	2019	15,620	27%
	2018	1,020			2018	12,287	

Total number of programs

Oct	2019	2,103	17%	YTD	2019	21,950	21%
	2018	1,794			2018	18,150	

Program participants

Oct	2019	36,190	45%	YTD	2019	429,115	17%
	2018	24,973			2018	365,220	

Library Space

Visits

Oct	2019	683,355	31%	YTD	2019	6,524,273	16%
	2018	520,163			2018	5,640,981	

Room bookings

Oct	2019	3,524	321%	YTD	2019	29,255	336%
	2018	837			2018	6,706	

Collections

Physical items acquired

Oct	2019	18,814	-25%	YTD	2019	195,266	-22%
	2018	25,149			2018	249,258	

Physical collection size

Oct	2019	1,418,972	2%
	2018	1,392,842	

Expenditure on physical items

Oct	2019	300,482	-25%	YTD	2019	3,722,216	-21%
	2018	401,672			2018	4,698,850	

Total expenditure

Oct	2019	481,718	-25%	YTD	2019	6,581,563	-12%
	2018	643,186			2018	7,488,080	

Circulation

Total Checkouts

Oct	2019	1,300,993	7%	YTD	2019	12,675,605	6%
	2018	1,221,061			2018	11,913,372	

...physical items

Oct	2019	976,520	1%	YTD	2019	9,706,282	2%
	2018	962,913			2018	9,535,441	

...digital items

Oct	2019	324,473	26%	YTD	2019	2,969,323	25%
	2018	258,148			2018	2,377,931	

Access to Technology

Total technology sessions

Oct	2019	453,374	42%	YTD	2019	4,070,797	38%
	2018	318,871			2018	2,942,648	

...computer sessions

Oct	2019	76,652	22%	YTD	2019	750,692	7%
	2018	62,993			2018	702,615	

...chromebook sessions

Oct	2019	28,115	17%	YTD	2019	240,603	26%
	2018	23,945			2018	190,930	

...wireless sessions

Oct	2019	115,957	123%	YTD	2019	974,880	85%
	2018	52,076			2018	526,617	

...print, copy & scan jobs

Oct	2019	232,650	29%	YTD	2019	2,104,622	38%
	2018	179,857			2018	1,522,486	

Website, Catalogue & Social Media Followers

Website sessions

Oct	2019	569,372	-14%	YTD	2019	6,625,318	3%
	2018	663,778			2018	6,430,113	

Catalogue sessions

Oct	2019	675,546	54%	YTD	2019	6,450,086	49%
	2018	438,085			2018	4,337,973	

Social media followers

Oct	2019	62,946	36%
	2018	46,193	

Facebook, Twitter, Instagram & LinkedIn

Holds

Active holds

Oct	2019	273,712	4%	YTD	2019	52,248	5%
	2018	263,223			2018	49,756	

Members with active holds

Oct	2019	52,248	5%
	2018	49,756	

Calgary Public Library Board Meeting
November 27, 2019

Unapproved Minutes
Audit and Finance Committee Meeting
Calgary Public Library Board
Central Library Meeting Room, Boardroom 0-11
Tuesday, October 22, 2019
5:30 pm

In Attendance:

<p><u>Board</u> Mr. Andrew Rodych, Chair Mr. Rob Macaulay Ms. Jocelyn Phu</p> <p><u>Regrets</u> Mr. Avnish Mehta Ms. Shereen Samuels</p>	<p><u>Administration</u> Mr. Mark Asberg, Director, Service Delivery Mr. Paul Lane, Director, Corporate Services Ms. Sarah Meilleur, Director, Service Delivery Ms. Elrose Klause, Controller Mr. Chae Jun, Manager, Accounting</p> <p>Guests: Ms. Ivana Cvitanusic (Deloitte) Ms. Harman Gill (Deloitte)</p>
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I. Treaty 7 Opening

Mr. Rodych acknowledged 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. We are all Treaty people.

II. Review of Agenda

MOVED by Ms. Phu that the October 22, 2019 Audit and Finance Committee meeting agenda be approved as circulated.

Carried Unanimously

III. Approval of Minutes

MOVED by Mr. Macaulay that the minutes of the July 16, 2019 meeting be approved as circulated.
Carried Unanimously

IV. Business Arising

None.

V. Review of 2019 Audit Plan

Ms. Harman and Ms. Cvitanusic from Deloitte were in attendance and provided an overview of the 2019 Audit Plan completed by Deloitte. One significant audit risk was identified - Management override of controls. In addition, one new accounting standard was highlighted – *PS 3430 Restructuring Transactions*, which is required to be adopted for the year ending December 31, 2019. Going forward, as audit procedures are performed the Board will be informed of any significant changes to the risks discussed, and the reasons for these changes.

Mr. Rodych noted this year's report appears to be in line with reports from previous years. The audit approach and timeline appear consistent to last year, but Mr. Rodych asked for clarification that there are no actual changes. The auditing procedures will be modified, but on a high level there are no changes.

Every year it appears that base costs go up due to inflation, so with one additional standard this year, come the following year when we are measured against that additional standard will there be an impact on costs? No, it is a one-time impact.

There was further discussion about announced future accounting standards and the potential impact on the Library. PS 3280 Asset Retiring Obligations deals with accounting for the cost of remediation of hazardous conditions when retiring an asset. The Deloitte staff believed library properties would be the responsibility of the legal owner (the City of Calgary) and not the Library.

There was some discussion on whether the Audit and Finance Committee can approve the Deloitte report, or does it go to the Board for approval? It was suggested that the committee mandate document be reviewed, and if necessary be updated to state that this committee can approve or make motions to approve documents relating to the audit plan. The Mandate is reviewed once a year so if the Board approved the Mandate then they are aware this committee is approving documents. In the meantime, this committee will proceed with a motion to approve the Audit Plan for 2019.

MOTION by Mr. Rodych that the Audit and Finance Committee approve the 2019 Audit Plan.

Carried Unanimously

VI. September 2019 Quarterly Risk Update

Mr. Lane provided an update on the Quarterly Risk Update for September 2019. Seven of the nine measures are in green category, with two in the medium risk category (post-mitigated state). This is a good report, with risks being well mitigated and monitored. The Central security risk has gone down a bit and is hopefully on a positive trend. The Municipal Grant risk is still in the yellow (this does factor in cuts for this year).

The Committee discussed the report's proposed changes to the Finance section of the risk register. It was agreed that for 2020 reporting the measure Operating Fund Forecast would be replaced by Change in Net Financial Assets. The Operating Fund Forecast information remains available in the Controller's Quarterly Report.

After further discussion of options for measuring the longer-term financial health of the Library, it was agreed that Administration would continue to try and improve the completeness of information about the tangible capital assets relied on by the Library. This is currently captured in the measure Change in Capital Assets. Increasingly, the Library does not generate or own this information and it must be obtained from the City of Calgary.

With respect to the suitability of measures in the Finance section of the Risk Register, it is important that we include the discussed measurement flaws in the commentary section of the Risk Register. Mr. Lane will look at drafting changes in the metrics and commentary for both items discussed.

Task	Responsible	Deadline
To update the commentary section for the risk metric "Change in Capital Assets", to include a description of its current principle weakness (the exclusion of most of the library branches from the valuation due to the city or other partner ownership, including the Central Branch).	Mr. Lane	January 2020
Administration will contact the City of Calgary to find out if they can provide a relevant value to use for any of the library branches that are missing from the Change in Capital Assets metric.	Mr. Lane	January 2020

MOTION by Ms. Phu to remove the Operating Funding Forecast and replace this with the Annual Change in Net Financial Asset metric, as of Q1.

Carried Unanimously

MOTION by Mr. Rodych that the Audit and Finance Committee recommend that the Calgary Public Library Board receive the September 2019 Quarterly Risk Update for information.

Carried Unanimously

VII. Controllers' Report for the month ending September 30, 2019

Mr. Jun provided an update on the Controller's Report for the month ending September 30, 2019. The forecast reflects the deduction in funds from the City. The forecast for Provincial Grants remains the same, therefore there currently is a forecast surplus (identified in anticipation of provincial budget cuts). We have received the first six months of Provincial Grants and are showing the remainder as a receivable.

A question was raised regarding Line 14 on the report, showing a favorable variance for rent. The variance arises because the original budget did not include rental of space to Inception U. The budget was approved before Inception U was in place.

A question was raised about line 22, showing an increase in restricted grants from the Foundation. A large number and variety of restricted grants have been received after budget approval (i.e. Early Learning Centre at Fish Creek, money from Susan Anderson, etc.).

MOTION by Mr. Macaulay that the Audit and Finance Committee receive and recommend that the Calgary Library Board receive the Controllers' Report and the Calgary Public Library Board's Financial Statements and Life Cycle reports for the period ending September 30, 2019 for information.

Carried Unanimously

VIII. Review of Workplan

Mr. Rodych inquired how the workplan and schedule is created, and in particular how do we ensure Deloitte is on the March meeting agenda? Once the Board organization meeting has taken place the committee will then work to pick the date. Most agenda items are fixed and will automatically recur next year around the same time period. The next Audit & Finance meeting will be in January and will have a new committee composition.

IX. Other Business

None.

X. Adjournment

MOVED by Ms. Phu that the meeting be adjourned at 6.47 pm.

Transcribed by Donna Yazlovasky.

Mr. Andrew Rodych
Chair

**Report to the
Calgary Public Library Board
Audit and Finance Committee
October 22, 2019**

Risk Register Update for Q3 2019

I. ALIGNMENT

The Risk Register is a requirement of the City of Calgary and a governance best practice. The purpose of this report is to provide the Committee with updated results for the end of the third quarter of 2019.

II. BACKGROUND

The Risk Register is intended to identify and quantify risks that would prevent Administration from achieving the goals of the Strategic Plan. Specifically, four risks have been identified:

Relevance – is the risk that community indifference negatively impacts ability to improve the quality of life in Calgary through Library services and programs.

Finance – is the risk that available funding is insufficient to address community needs or to allow the Library to adapt or grow as demand dictates.

Operations – is the risk that ineffective processes negatively impact the ability to successfully manage complexity and change.

Security – is the risk that real or perceived safety and security concerns negatively impact organizational capacity, reputation and community support.

Each risk is quantified through several specific risk factors, which are mitigated to varying degrees. The recently assessed status of each risk factor is the detail of the risk register and is explained in the attached series of dashboards. The first page of the dashboard package summarizes all measures at a glance.

III. CURRENT RESULTS

There are currently 15 risk factors under active monitoring, including 9 that are updated for this report. Updated measures are indicated by bold typeface on the At A Glance page at the front of the attached dashboards.

Of these 9 updated risk factors, fully 7 have been categorized in the low threat range which calls for continued monitoring by Administration:

Calgary Public Library Board Meeting
November 27, 2019

Range	# of Measures	Notes
	7	
	2	Municipal Grant, Central Security
No Report		

Municipal Grant per capita remains in the medium risk area despite a reduction in the planned 2019 grant and a population increase of 18,367. Security Incidents at the Central Library have returned to the medium concern area after a one quarter visit to the high concern area at the last report. Medium risk means that Administration implements increased monitoring and contingency planning.

IV. DEVELOPMENT

Over the course of this year, Administration and this Committee have been discussing the suitability of measures in the Finance section of the Risk Register, with the goal of improving information about both the short- and long-term status of the Library's finances.

After further review Administration confirms its recommendation that Operating Fund Forecast be replaced by Annual Change in Net Financial Assets as the primary indicator of short-term financial health. This proposed indicator has two advantages over the current indicator:

- It encompasses short term liabilities, that would otherwise be absent from risk reporting, and
- Its calculation is subject to accepted definitions and principles. There is considerable room for assumption making in the Operating Fund Forecast.

With respect to long-term financial health, the current indicator – Change in Capital Assets – has become an unsatisfactory indicator of adequate capital investment due to changes in how large building projects are delivered and accounted for by the Municipal government. These changes mean that, increasingly, the productive assets that the Library requires to meet its performance targets are not included in the Library's financial accounts, rendering estimates of the net capital stock available highly irrelevant.

As the Library is also reliant on its municipal partner for both growth and lifecycle capital funding, the long-term financial outlook is a function of decisions made elsewhere and not at the Library board table. The long-term outlook is influenced by Administration and Board advocacy rather than the result of an intentional financial strategy. For these reasons, Administration recommends removal of the Change in Capital Assets measure from the risk register.

V. **CONCLUSION**

Risks continue to be well monitored and mitigated. 8 of nine measures updated in this report are at their post-mitigation risk level and 1 measure is better than its post-mitigation estimate.

VI. **RECOMMENDATION**

1. That the Audit and Finance Committee recommends this report, ***Risk Register Update for Q3 2019***, to the Calgary Public Library Board.

Paul Lane
Director, Corporate Services

att: Q3 2019 Risk Register

Calgary Public Library Board Meeting
November 27, 2019

Unapproved Minutes
Strategy and Community Committee
Central Library Boardroom 0-11
Thursday October 24, 2019
5:30 pm

In Attendance:

Board

Mr. Isaac Elias, Chair
Ms. Jocelyn Phu
Ms. Janet Hutchinson
Mr. Robert Macaulay
Mr. Avnish Mehta

Administration

Mr. Mark Asberg, CEO
Ms. Sarah Meilleur, Director, Service Delivery
Ms. Heather Robertson, Director, Service Design
Ms. Mary Kapusta, Director, Communications
Mr. Paul Lane, Director, Corporate Services

Regrets:

Mr. Andrew Rodych

Guests:

Ms. Diana Davidson, Director of Public Library
Services Branch at the Government of Alberta
Ms. Azmin Poonja, Manager, Volunteer Resources
and Program Support
Mr. Chae Jun, Manager, Accounting
Ms. Elrose Klaus, Controller

I. Meeting Opening

Mr. Elias respectfully acknowledged that 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.

II. Review of Agenda

MOVED by Ms. Phu that the agenda for October 24, 2019 be approved as presented.

Carried Unanimously

III. Approval of Minutes

MOVED by Mr. Macaulay that the Minutes of the September 10, 2019 meeting be approved as presented.

Carried Unanimously

IV. Business Arising and Review of Action Items

Action items were reviewed from the September 10, 2019 meeting. No other business arising.

V. Public Library Services Branch Update

Ms. Davidson, Director of the Public Library Services Branch at the Government of Alberta, joined the Committee meeting, and confirmed the library grant indicated in the provincial Budget 2019.

VI. Strategic Scorecard Update

Mr. Lane presented the 2019 Q3 Strategic Scorecard update. A change was made to the Look Back, Look Ahead graphic, to include an extended history timeline, as per feedback from the last meeting, including a year over year measure. This third quarter report focuses on the "How Much" measure. Seven of the nine measures met or exceeded their targets. Outreach effort and results reflect that outreach is the area most impacted by the mid cycle budget adjustment.

There was some discussion on the permanency of the negative impact on outreach currently being seen. It was noted some reductions will continue, but that outreach activities normally decrease during the summertime because of the focus on in-house programming to support the Ultimate Summer Challenge. As well, a core outreach initiative, Digital Literacy in the Community, was paused in summer 2019 because of funding uncertainties from the granting organization, Calgary Learns. This grant money was confirmed and received in late August so this outreach has resumed. Fourth quarter results should demonstrate more balance with both outreach and programs being reduced. When the budget for 2020 is confirmed the Library will work to refine this balanced strategy going forward.

A question was asked about the wireless measures that were discussed at the last meeting, and whether the targets would be changed. At this point it was felt that a full years' measures should be gathered to inform target adjustment in 2020, because the process of connecting to Library wifi has changed. This target will be evaluated for inclusion in the 2020 scorecard. The Q4 report will include all three areas, "How Much", "How Well", and "Better Off".

MOVED by Mr. Macaulay that the Strategy and Community Committee receive this report, 2019 Q3 Strategic Scorecard for information.

Carried Unanimously

VII. Volunteer Resources Updates and Directions

Ms. Poonja joined the meeting and provided an update on Volunteer Resources. Ms. Poonja shared a presentation updating the committee on volunteer programs, recognition, and trends, as well as sharing some of the great work being done by our volunteers.

There was some inquiry as to what libraries our youth volunteers generally volunteer at. Ms. Poonja noted there are some libraries, such as Crowfoot and Fish Creek, that see large numbers of youth volunteers, however others, like Bowness, see fewer. As well, it was asked if the division of volunteers between the Central Library and other branches can be measured. It was noted this is a hard number to determine, because Library volunteers often volunteer at more than one library. The training program for the volunteers was discussed, with Ms. Poonja stating a Volunteer Handbook has been developed, and this is the first training material they receive. Each volunteer is then oriented to the specific program they have signed up for, because each program's training is different. Volunteer Resources utilize a wide spectrum of training, including online and in person.

There was some discussion if there was any tension between staff and volunteers and how this has been addressed. Ms. Poonja noted that initially there was some apprehension, but that the Library has worked to demonstrate the value that volunteers add to programs and services, and staff requests for volunteer support have gone up dramatically in recent years. The importance of volunteer recognition was stressed and Ms. Poonja shared that her team works with Propellus, a regional non-profit for volunteerism, on recommendations for awards, and that Volunteer Resources also works with community libraries to identify and celebrate strong volunteers.

In light of current budget reductions, there was discussion around opportunities to use volunteers more. Ms. Meilleur was clear that Library staff are trained specialist and experts at the work they do and they cannot be replaced by volunteers. Volunteers can add value to Library programs and services and can work to create great experiences, adding to the dedicated work of staff. Scheduling volunteers can be inconsistent, and they require clear direction and oversight from staff. The current model of balancing staff and volunteers is considered the most successful approach.

The Library often shares information on our volunteer program with libraries across North America and staff have proposed a session on volunteering for the Alberta Library Conference 2020 so that key learnings can be shared with rural libraries to help extend their resources. Ms. Poonja also connects regularly with other community organizations who want to learn more about the Library's successful volunteer program.

MOVED by Ms. Hutchinson that the Strategy and Community Committee receive this report, 2019 Q2 Strategic Scorecard for information.

Carried Unanimously

VIII. Workplan Review

The workplan is completed for the year. ELT will meet and discuss strategic initiatives for 2020. The following suggestions were received from current Committee members for next year's Strategy and Community Committee to consider for the workplan:

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- InceptionU update
- Residency programs
- eBook advocacy campaign update
- Outreach strategy incorporating advocacy
- Fine free strategy
- Facilities update, including accessibility
- Collections update
- Community hubs and City Partnerships update
- Indigenous initiatives update
- 2020 Strategic Initiatives
- Marketing and Communications update

IX. Other Business

This is the last meeting Mr. Elias will attend, as his board term is finished October 31. Mr. Elias gave thanks to Board and Committee members for all the support to him this past year. Thanks to Mr. Elias for his ongoing support to the Committee and to the Calgary Public Library Board.

X. Adjournment

MOVED by Ms. Hutchinson that the meeting be adjourned at 6:58 pm.

Transcribed by Donna Yazlovasky

Mr. Isaac Elias
Chair

Calgary Public Library Foundation Update

November 15, 2019

Gift Highlights

Gifts Secured

- \$212,000 for “Library as a Laboratory”
- ~\$210,000 from six donors via legacy appeal
- \$100,000 legacy gift
- \$75,000 for Author in Residence
- \$10,000 for Louise Riley Library
- \$14,030 In-Kind for Window of Opportunity Advertising
- \$50,000 for podcasting/story telling
- \$5,000 for Ultimate Summer Challenge

Other Highlights

- Windows of Opportunity Sales surpassed \$1,000,000 and closed on November 4th. Installations will take place before the end of the year.
- Stewardship of Window donors with an annual update titled *“In the last year, your window saw...”*
- Celebrated the recently renovated Fish Creek Early Learning Centre with the naming of Colin’s Corner.
- Central Library’s first birthday celebrations included cupcake deliveries for donors with named spaces in the building.
- Suncor Energy Foundation won Outstanding Corporate Philanthropist at the Association of Fundraising Professional’s Generosity of Spirit Award thanks to our nomination.

Upcoming

- November 30 – Library Store Pop Up at Central (10 am – 1pm)
- December 1 – Launch of Holiday Giving Guide
- December 5 – Library Store Pop Up at Nose Hill (11 am – 2pm)
- December 7 – Library Store Pop Up at Signal Hill (10 am – 1pm)
- December 12 – Library Store Pop Up at Central (5-8 pm)
- December 13 – Library Store Pop Up at Crowfoot (3-6 pm)
- January – Library Foundation new website launch
- January 24 – Print(ed) Word Documentary Premiere
- February 22 & 23 – Casino – Volunteers needed

Add In Campaign to Date

- Campaign to Date Raised: \$346,384,437
- Year to Date Raised: \$9,140,844
- Total Campaign Gifts: \$68,502

Calgary Public Library Board Meeting
November 27, 2019

- Unique Supporters: 19,822
- **FINAL** Windows of Opportunity Sales: 2,671
 - 2,430 at \$100
 - 142 at \$2018
 - 99 at \$5000