

CALGARY PUBLIC LIBRARY

# Board Meeting

5:30 PM, Wednesday, March 29, 2017  
2<sup>nd</sup> Floor Boardroom, Central Library





|              |  |                              |
|--------------|--|------------------------------|
| <b>I.</b>    | <b>Treaty 7 Opening and Chair’s Opening Remarks</b>  |                              |
| <b>II.</b>   | <b>Review of Agenda</b>  |                              |
|              | A. Meeting Assessment Process  | ...2                         |
| <b>III.</b>  | <b>Consent Agenda <u>(5 minutes)</u></b>   |                              |
|              | A. Minutes of the February 22, 2017 Board Meeting  | ...8                         |
|              | B. Chair’s Report  | ...10                        |
| <b>IV.</b>   | <b>Business Arising <u>(5 minutes)</u></b>   |                              |
|              | A. Business Arising from the Minutes   |                              |
|              | B. Motion Arising  | ...12<br><i>Decision</i>     |
| <b>V.</b>    | <b>Advocacy Updates, including ALTA Report <u>(5 minutes)</u></b>  | ...16                        |
| <b>VI.</b>   | <b>Strategic Plan <u>(25 minutes)</u></b>  |                              |
|              | A. Preparations for April 8 Board Retreat<br>- Ms. Angie Gelinis, Retreat Facilitator  |                              |
| <b>VII.</b>  | <b>Chief Executive Officer’s Report <u>(10 minutes)</u></b>  | ...18<br><i>Information</i>  |
|              | - Mr. Bill Ptacek, CEO   |                              |
|              | A. Highlight Report – Sage Hill<br>- Mr. Mark Asberg   | verbal<br><i>Information</i> |
| <b>VIII.</b> | <b>Audit &amp; Finance Committee <u>(20 minutes)</u></b>   |                              |
|              | A. Report of the March 23, 2017 meeting<br>- Ms. Debra Giles, Committee Chair  | verbal<br><i>Information</i> |
|              | B. Presentation of Audited Financial Statements<br>(previously distributed in Audit and Finance Committee meeting documents)<br>- Ms. Debra Giles, Committee Chair | <i>Decision</i>              |

**IX. Strategy & Community Committee (5 minutes)**

- A. Report of the March 7, 2017 Meeting ...28  
- Ms. Catherine Angus, Acting Chair *Information*

**X. Governance Committee (5 minutes)**

- A. Report of the March 14, 2017 meeting ...32  
- Ms. Shereen Samuels, Committee Chair *Information*

**XI. Other Business**

**XII. Meeting Assessment Report**

**XIII. Adjournment**

Report to the  
Calgary Public Library Board  
March 29, 2017  
**Background on Board Meeting Evaluation Questionnaire**

**From January 9, 2017 Governance Committee Minutes:**

**I. Results of CPL Board Effectiveness Survey 2016**

A recurring theme is concern over effective use of Board time. Tools to improve meeting focus could include time limits for each topic and a Board Member evaluator appointed to assess the effectiveness of each meeting, using a brief checklist.

**From February 7, 2017 Governance Committee Minutes:**

**A. Board Meeting Evaluation questionnaire**

Mr. Durnford explained that the questionnaire had been used by another organization to help make their meetings more efficient. The process is to appoint an evaluator at the beginning of the meeting, and he/she spends 3 to 5 minutes at the end of the meeting completing the questionnaire and reviewing it with the members, without discussion. Its usefulness stemmed from the immediate feedback and the appointment of an evaluator which caused the Board to be more cognizant of its use of time. Initially, every meeting was evaluated, but it is now done on a quarterly basis. The Committee agree that the questionnaire would be trialed. Ms. Hutchinson will circulate the document to the Board.

Attachment: Board Meeting Evaluation Questionnaire



**Board meeting: evaluation questionnaire**

**Process**

- Chair appoints a meeting evaluator.
- As the last agenda item, the evaluator delivers his/her report, in one to two minutes.
- The report is not for discussion.
- At the next meeting, there will be a different evaluator, the idea being that, over time, each board member will be responsible for an evaluation.

**Outline**

Questions divided into 6 sections: leadership, discipline, meeting efficiency, meeting materials, meeting logistics and resources. Each section includes questions to be answered using a 4 point scale: disagree, neutral, agree, don't know, and an open ended question to be answered in narrative form.

| Leadership  | Disagree | Neutral | Agree | Don't know |
|---|----------|---------|-------|------------|
| Q1: The chair was committed to ensuring the board stayed focussed at a strategic level. |          |         |       |            |
| Q2: The chair demonstrated a high level of independence and objectivity.                |          |         |       |            |
| What could the chair do to improve the meetings?  |          |         |       |            |

| Discipline   | Disagree | Neutral | Agree | Don't know |
|--|----------|---------|-------|------------|
| Q1: The agenda reflected strategic plan                                  |          |         |       |            |
| Q2: There was high quality strategic discussion around each agenda item. |          |         |       |            |
| Q3: Board members respected meeting rules and procedures.                |          |         |       |            |
| What could be done to improve meeting discipline?                        |          |         |       |            |

| Meeting efficiency  | Disagree | Neutral | Agree | Don't know |
|---|----------|---------|-------|------------|
| Q1: The overall duration of the meeting was appropriate.              |          |         |       |            |
| Q2: Sufficient time for discussion was allocated to each agenda item. |          |         |       |            |
| What could be done to improve meeting efficiency?                     |          |         |       |            |

| Participation  | Disagree | Neutral | Agree | Don't know |
|--|----------|---------|-------|------------|
| Q1: All members were given fair opportunity to share their opinions and perspectives during the meeting. |          |         |       |            |
| Q2: Member discussions were interactive and engaging.  |          |         |       |            |
| Q3: Members were prepared for the meeting  |          |         |       |            |
| What could be done to improve meeting participation?   |          |         |       |            |

| Meeting Materials   | Disagree | Neutral | Agree | Don't know |
|---|----------|---------|-------|------------|
| Q1: Meeting materials were distributed to members in a timely manner.             |          |         |       |            |
| Q2: All pertinent information was accessible on or before the day of the meeting. |          |         |       |            |
| Q3: Meeting materials provided sufficient context for consideration.              |          |         |       |            |
| What could be done to improve meeting materials?                                  |          |         |       |            |



| <b>Meeting logistics and support</b>  | <b>Disagree</b> | <b>Neutral</b> | <b>Agree</b> | <b>Don't know</b> |
|---|-----------------|----------------|--------------|-------------------|
| Q1: Staff provided appropriate support before, during and after the meeting |                 |                |              |                   |
| Q2: The agenda was of manageable size                                       |                 |                |              |                   |
| Q3: The meeting space was suitable  |                 |                |              |                   |
| Q4: I enjoyed the meal provided   |                 |                |              |                   |
| What could be done to improve meeting logistics and support?                |                 |                |              |                   |

|                            |
|----------------------------|
| <b>Additional comments</b> |
|----------------------------|



Report to the  
Calgary Public Library Board  
March 29, 2017  
**Chair's Report**

|          |   |
|----------|---|
| Feb 22   | Board meeting   |
| Feb 24   | NCL Site Tour   |
| Feb 28   | Met with Bill to discuss ALC presentation   |
| Mar 07   | Strategy & Community Committee meeting  |
| Mar 09   | Initial Meeting about NCL Opening, with Library Administration staff and Susan Veres of CMLC                                      |
| March 10 | Phone call re: Policy Wise – Early literacy and library services. Background interview  |
| Mar 14   | Governance Committee meeting  |
| Mar 14   | Board Agenda meeting with Bill  |
| Mar 17   | Coffee with Frank – follow up to orientation and general discussion<br>Coffee with Rob – discussion re: Foundation and next year. |
| Mar 20   | Participation in NCL Last Beam Ceremony and Media Event   |
| Mar 20   | Meeting with Angie Gélinas re: Board Retreat  |
| Mar 22   | Mayor's Lunch for Arts Champions  |
| Mar 23   | Audit & Finance Committee Meeting   |
| Mar 24   | Special NCL Site Tour for representatives of Province and City  |

Throughout the month:

- Preparation and follow-up to meetings

Janet Hutchinson  
Board Chair



### **Proposed Motion Arising from February Board Agenda**

Moved by x, seconded by x that the Calgary Public Library Board rise and report on the in camera portion of its meeting of February 22, 2017.

Moved by x, seconded by x, that the information contained in the In-Camera report CEO Evaluation and compensation review, and the contents of the subsequent discussion, remain confidential under the Freedom of Information and Protection of Privacy Act.

Moved by x, seconded by x, that the Board acknowledges the CEO's exceptional performance in 2016.



**Advocacy Overview Chart  
 as of Mar 7, 2017**

| Board Role       |   | Board Advocacy Priorities  | Interested Team Members                         |
|------------------|---|--|---|
| Leader           | 1 | <b>Recruitment of Potential Library Partners</b><br>To help expand CPL services, especially for those who need the Library the most  | Avnish, Judy, Janet, Catherine, Debra           |
| Leader           | 2 | <b>Support for Volunteer Resources</b><br>Connecting potential volunteers with the Library, and thanking individual volunteers   | Shereen, Debra, Catherine                       |
| Leader           | 3 | <b>City Charter and Amendments to the Libraries Act</b><br>As required, stay apprised of changes and influence direction (with Library Admin Team, City, Ministry of Municipal Affairs, or ALTA) | Rob, Janet, Avnish                              |
| Advocate         | 4 | <b>Provincial or National Initiatives</b><br>Support building stronger partnerships/relationships (e.g. AHS, school boards, provincial ministries, national literacy efforts)                    | Judy (ALTA), Janet (ULC links)                  |
| Advocate         | 5 | <b>Funding</b><br>Where required, advocate with elected officials for maintaining or increasing current levels of funding for 2017 and beyond  | Janet   |
| Advocate         | 6 | <b>Support for Foundation Fundraising</b><br>Support for attending and leading “Get to Know Your Library Tours”  | Avnish, Deb, Janet                              |
| Advocate         | 7 | <b>Green Line LRT</b><br>Participate in engagement activities (i.e. charrettes) to ensure Library is involved in early planning  | Shereen   |
| Learner / Leader | 8 | <b>Alberta Library Conference</b><br>Present new and successful Calgary Public Library Board initiatives and be a presence at the conference to network and build relationships                  | Debra, Janet, Shereen, Catherine, Avnish        |
| Learner          | 9 | <b>Beyond Words: The Cult Initiative</b><br>Participate with renewed purpose, focus and energy   | Board role to be defined, coming out of retreat |





Report to the  
Calgary Public Library Board  
March 29, 2017  
**Chief Executive Officer's Report**

## **GOVERNMENT RELATIONS**

Growing our partnership with the **Calgary Board of Education** and following up on our first ever teacher breakfast on Dec 2 at the Nose Hill Library, the Library was pleased to partner with CBE during **Freedom to Read Week**. Joye Bowen-Eyre and Julie Hrdlicka from the CBE Board joined Shereen Samuels to present a copy of Raziel Reid's young adult novel, *When Everything Feels Like the Movies* to the Mayor and City Council. The Library and CBE partnered to offer workshops and a panel discussion aimed at students and educators throughout the week.

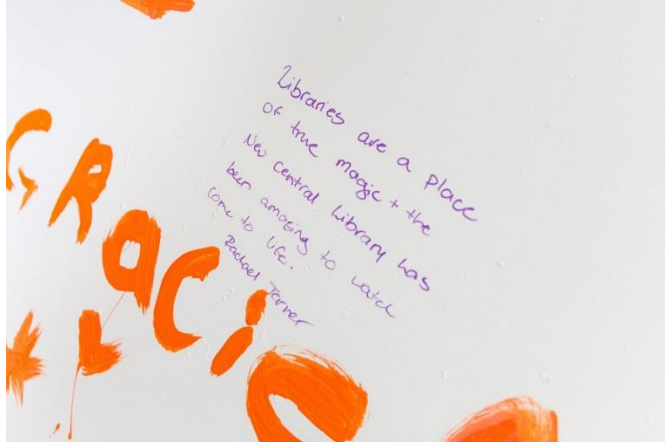


The City continues to work on the site plan for Sage Hill. Officially only the Library and Transit have funding for facilities on the site. However, earlier this month we confirmed that the YWCA is interested in having a presence on the site. With the sale of their property in downtown, and the number of clients they see from the northwest part of the City, they would like to work with the other public institutions at that location. The temporary library that will open in May will be described shortly.

Over two consecutive days, the City of Calgary held an economic summit about Downtown and then held an all day workshop on the development of a "Resilient City." The downtown is currently facing a 30% vacancy rate and the City is looking for creative approaches to turn this into an opportunity to spur economic growth. The Rockefeller Foundation supports 100 Cities around the world as examples of resilient communities that can overcome circumstances to create great, livable communities. It was interesting that at both of those events, the Mayor brought up the current opioid epidemic that is taking the lives of three Calgarians each week. In a recent meeting of the United Way's Council of Champions, the Chief of Police reiterated that concern and encouraged the youth-focussed group to plan for collective action to assist families with this crisis.

Several MLA's, including former Library Board member and current Finance Minister, Joe Ceci, toured the New Central Library on Friday, March 24<sup>th</sup>. Earlier in the week, CMLC managed a public event around the placement of the last beam in the building. Mayor Nenshi and Craig Dykers of Snohetta were on hand for the event. Craig spent that evening at a dinner for prospective major donors to the Foundation's Add-In Campaign.

A few of the great quotes on the last beam





Just some of the 685 people who signed the beam

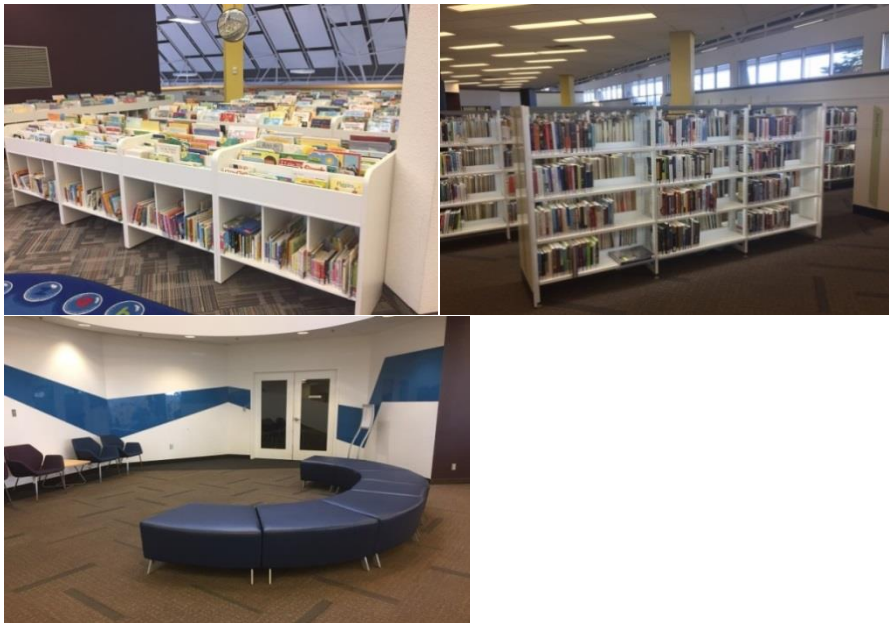
On March 20, the inaugural NCL Operational Readiness Committee meeting was held. This Committee is chaired by Sarah Meilleur, and includes representatives from CMLC (Carolyn Haddock), the City of Calgary (Gerald Laing and Stephanie Undershute), and the Library (Gerry Burger-Martindale). Topics of conversation included communication sharing among the project stakeholders, the ongoing work on the FF&E scoping in preparation for the fall RFP, and security plans for the NCL. This group will meet monthly and provide a written report to the NCL Steering Committee on Operational Readiness. They also learned that the Library has contracted a move manager, Lyn Archdekin, to manage the move from the current Central Library to the new facility. The committee is in place to organize the Library's response to an upcoming City Audit on the operational readiness of the Library, the City and CMLC for the New Central Library.

The Library is still in negotiation with the Federal Government about funding for the Library's services to newcomers. This should be finished by the end of the month when the Library can map out the next year of programs for immigrants. But one source of funding is more certain. The Provincial government announced their next budget. According to Diana Davidson, "You will have noticed that there is an increase to the overall Public Library Services Branch Budget proposed in the 2017-2018 Provincial Budget. Subject to legislature approval, we will be able to fund 2017-2018 operating grants at 2016 Official Populations (for those municipalities that did a census) and there is an investment, through the Municipal Affairs Capital Plan, to fund renovations for six regional library system headquarter buildings and the Edmonton Public Library Milner renovation. The Budget also calls for funding on-reserve and on-settlement populations through six regional systems, Edmonton Public Library, Calgary Public Library, and the Regional Municipality of Wood Buffalo Library as was done in 2016-2017 based on 2016 populations."

## OPERATIONS

A great partnership opportunity is developing at the Vivo Center in North Calgary. That complex houses the Country Hills Library. The management of the Center has approved the library expanding to a very well-traveled area just outside of the library that has served as a “play” area for children. The library will be rearranging some elements to make that area a part of the early literacy activity center. Vivo is also interested in collaborating on a whole host of other efforts including an Idea Lab in their facility, summer learning, and impact evaluation on the community’s public health in connection with Mt Royal.

Fish Creek’s shelving replacement project made great strides in February and is now 90% complete. We are receiving many positive comments from members about the new look. Parents are happy that the new bins in the picture book area make browsing easier for kids and adults. On the main floor, a member asked, “Were those windows always there?” as the new lit shelving is lower, allowing significantly more light to come in. Along with the new shelving, new lounge and study chairs and many new study tables of various sizes have been added to the library to increase the seating capacity.



The Feature Number this month reports the number of pages printed by members in the first two years of free printing. Almost 9,000,000 pages have been printed in two years, with a year over year increase of 70%. In response to the success of this highly popular service, the Library has installed more printers in libraries across the system and continues to work on initiatives to make the printing process easier for members (e.g. we are planning the installation of barcode readers at printers so that members do not need to type in their entire barcode number each time they print).

The cold Calgary weather kept many away from the Library in February. Unusually low attendance was reported for a number of programs and these lower numbers are reflected in our overall number of visits, which show a small decrease year over year. February was also one day shorter in 2017 than it was in 2016. There have also been issues with the Louise Riley



and Judith Umbach people counters; these problems are being addressed. Because Louise Riley was showing a count of zero for the month, we have inserted an estimated visits count for February. For the second year in a row, we were open on Family Day in a number of locations across the city. Visits to the Library on Family day were up 16% in 2017 over 2016. The Library which saw the largest visit count that day was Saddletowne, reporting a 67% increase in visits on that one day.

While computer usage is declining, ChromeBook and wireless sessions continue to climb healthily. More and more, we are finding that members are responding enthusiastically to more mobile options for connecting digitally with the world. ChromeBooks in particular make it possible for members to connect digitally for longer periods of time and away from more traditional, and less comfortable and appealing, banks of desktop computers

As reported at previous Board meetings, the Library has started to communicate directly with patrons using e-mail addresses. The first effort saw 242,699 emails sent that contained the Library's newsletter. From that effort there were only 2250 members that asked to be excluded. The second effort involved an ask from the Library's Foundation. One patron responded to that communication with a tip that folks outside of Calgary (around the world) were using the on-line registration to gain access to Calgary Library digital resources. We saw this first hand when 1100 ip addresses showed in one mass registration.

To cut down on the creation of fraudulent memberships, software was implemented that will detect when folks outside of Calgary try to use the Library's self-registration tool. For instance, if someone tries to self-register from overseas on the Library's website, this software will block them and a message will appear on their screen explaining why. Anyone in Calgary will still be able to use the self-registration tool and legitimate library users who may be travelling outside of Calgary can contact the Library if they require assistance. This change will not prevent any members from accessing the Library's e-resources from anywhere in the world.

A Mount Royal University Capstone application has been approved. With this the Library will have the opportunity to engage MRU students in the development and evaluation of Library programs and services during the 2017-2018 school year. Potential projects include: developing a "child-minding" service model at NCL; resource development in alignment with AB Curriculum Framework that will support the design of inclusive spaces and programming for diverse populations; and on-site research and evaluation of Indoor Early Learning Centre resources.

Heather Robertson has returned from maternity leave to head up the Service Design Unit that she started. Already she is working on the aforementioned projects with VIVO and the Mt Royal Capstone initiative. She is also working with Teneya Gwin, our new Indigenous Liaison, on an effort to create space in the New Central Library that is inclusive and representative of indigenous culture. Teneya is a member of the Indigenous Placemaking Council and in that capacity she was able to connect our Facilities and Service Design teams to Calvin Brooks and Ryan Gorrie who are architects also serving on the placemaking council. Our goal is to develop a co-design process with the Indigenous Community that will lead to enhancements of the New Central Library that will, among other things, lead to inclusion and education of Indigenous Youth.

## OTHER

The Library Foundation hosted the first Library After Dark event at Fish Creek with the Locked Library on March 11. Over 200 attendees and the second event is over half way sold out for May 6. Other Libraries in the Province are asking for information on how to host similar events.



As mentioned above, the Foundation sent out e-mails to all Library patrons asking for contributions to support the book budget. From that ask they received over \$25,000 from over 550 brand new donors.

Bill Ptacek  
CEO

February 2017

|                   | New Members |       | Visits  |         | Physical Resource Check Outs |         | Computer Sessions |        | Wireless Sessions |        | Average No. Holds Filled Per Day |       | Programs in the Library |       | Programs in the Community |      |
|-------------------|-------------|-------|---------|---------|------------------------------|---------|-------------------|--------|-------------------|--------|----------------------------------|-------|-------------------------|-------|---------------------------|------|
|                   | 2016        | 2017  | 2016    | 2017    | 2016                         | 2017    | 2016              | 2017   | 2016              | 2017   | 2016                             | 2017  | 2016                    | 2017  | 2016                      | 2017 |
| Alexander Calhoun | 373         | 492   | 17,531  | 15,923  | 36,786                       | 29,760  | 1,849             | 1,759  | 1,477             | 1,448  | 293                              | 286   | 67                      | 76    | 8                         | 6    |
| Bowness           | 173         | 215   | 6,410   | 7,538   | 15,012                       | 13,027  | 1,397             | 1,284  | 477               | 590    | 101                              | 106   | 18                      | 31    | 6                         | 6    |
| Central           | 2,026       | 3,674 | 96,876  | 84,662  | 61,006                       | 50,203  | 19,276            | 16,897 | 7,598             | 7,986  | 480                              | 459   | 151                     | 196   | 45                        | 70   |
| Country Hills     | 695         | 664   | 39,168  | 38,744  | 60,377                       | 51,082  | 3,651             | 3,480  | 3,486             | 3,937  | 340                              | 367   | 84                      | 84    | 2                         | 1    |
| Crowfoot          | 977         | 790   | 44,541  | 39,501  | 102,962                      | 85,158  | 4,507             | 3,775  | 5,271             | 6,049  | 721                              | 746   | 110                     | 107   | 15                        | 9    |
| Fish Creek        | 933         | 710   | 41,071  | 38,032  | 82,134                       | 70,808  | 4,129             | 4,003  | 3,758             | 4,290  | 567                              | 584   | 112                     | 111   | 15                        | 13   |
| Forest Lawn       | 511         | 407   | 18,627  | 15,671  | 25,053                       | 18,938  | 4,765             | 4,100  | 1,810             | 2,207  | 137                              | 133   | 65                      | 80    | 45                        | 56   |
| Judith Umbach     | 404         | 276   | 33,305  | 18,674  | 36,976                       | 30,301  | 3,304             | 3,066  | 2,040             | 2,212  | 266                              | 254   | 66                      | 68    | 21                        | 8    |
| Louise Riley      | 394         | 305   | 30,056  | 30,000* | 48,326                       | 38,902  | 3,036             | 2,747  | 2,108             | 2,201  | 418                              | 424   | 52                      | 43    | 20                        | 13   |
| Memorial Park     | 186         | 139   | 9,353   | 8,377   | 10,427                       | 9,735   | 1,656             | 1,343  | 801               | 796    | 137                              | 137   | 15                      | 19    | 5                         | 6    |
| Nicholls Family   | 122         | 339   | 7,484   | 16,259  | 13,688                       | 16,534  | 1,203             | 1,210  | 618               | 2,234  | 121                              | 131   | 17                      | 28    | 8                         | 7    |
| Nose Hill         | 449         | 342   | 30,153  | 30,252  | 60,293                       | 50,561  | 3,160             | 2,728  | 2,207             | 2,585  | 418                              | 435   | 58                      | 61    | 5                         | 6    |
| Quarry Park       | 167         | 390   | 7,950   | 21,654  | 12,757                       | 23,263  | 1,514             | 1,686  | 799               | 1,537  | 89                               | 122   | 26                      | 43    | 2                         | 2    |
| Saddletowne       | 658         | 571   | 47,214  | 45,214  | 34,365                       | 25,669  | 6,366             | 6,147  | 3,402             | 3,909  | 118                              | 124   | 66                      | 68    | 27                        | 6    |
| Shawnessy         | 839         | 708   | 48,457  | 47,037  | 80,374                       | 61,165  | 4,640             | 4,315  | 4,323             | 4,748  | 563                              | 580   | 83                      | 105   | 20                        | 14   |
| Signal Hill       | 704         | 471   | 36,725  | 31,643  | 77,926                       | 62,701  | 3,343             | 2,661  | 2,123             | 2,334  | 542                              | 573   | 80                      | 87    | 2                         | 5    |
| Southwood         | 304         | 216   | 15,737  | 13,653  | 32,991                       | 26,811  | 1,820             | 1,687  | 930               | 1,121  | 296                              | 305   | 52                      | 60    | 17                        | 7    |
| Village Square    | 595         | 448   | 36,394  | 36,379  | 36,622                       | 28,443  | 5,361             | 3,945  | 2,786             | 2,843  | 176                              | 176   | 72                      | 81    | 26                        | 14   |
| <b>TOTAL</b>      | 2,026       | 3,674 | 567,052 | 539,213 | 828,075                      | 693,061 | 74,977            | 66,833 | 42,389            | 51,641 | 5,781                            | 5,943 | 1,194                   | 1,348 | 289                       | 249  |





Calgary Public Library

# Monthly Overview

# February 2017

## Featured Number

Pages printed by members



## New Members



## Active users



## Programs & Outreach

### Programs

#### ...in the library



#### ...in the community



#### ...for adults or all ages



#### ...for kids & teens



## Total number of programs



## Program participants



## Library Space

### Visits



### Room bookings



## Collections

### Physical items acquired



### Physical collection size



### Expenditure on physical items



### Total expenditure



## Circulation

### Total checkouts



### ...physical items



### ...digital items



## Connectivity

### Computer sessions



### Wireless sessions



### Chromebook sessions



### Website sessions



### Catalogue sessions



### Pages viewed per session

#### ...website



#### ...catalogue



## Social Media

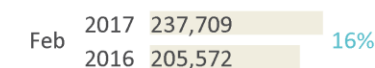
### Followers



Facebook, Twitter, Instagram & LinkedIn

## Holdings (daily average)

### Active holds



### Patrons with active holds





Report to the  
Calgary Public Library Board  
March 29, 2017  
**Strategy and Community Meeting**  
Tuesday, March 7, 2017

**In Attendance:**

**Board**

Ms. Judy Gray, Committee Chair  
Ms. Catherine Angus  
Mr. Frank Durnford  
Ms. Janet Hutchinson  
Mr. Rob Macaulay

**Administration**

Mr. Bill Ptacek, CEO  
Ms. Ellen Humphrey, Deputy CEO  
Ms. Sarah Meilleur, Director, Service Design  
Mr. Mark Asberg, Director, Service Delivery  
Mr. Paul Lane, Director, Corporate Services  
Ms. Heather Robertson, Director, Service Design  
Mr. Marshall Sumka, Senior Manager, Collections  
Ms. Allison Thomson, Manager, Nose Hill Library and  
Systems Material Handling

**I. Treaty 7 Opening**

Ms. Gray respectfully acknowledged that the meeting is taking place on the traditional territories of the Blackfoot and the people of the Treaty 7 region in Southern Alberta, and the home of the Metis Nation of Alberta, Region III. She also thanked Ms. Thomson for hosting the meeting at the beautifully renovated Nose Hill Library.

**II. Approval of Agenda**

The agenda was approved as presented.

**III. Approval of Minutes**

MOVED by Mr. Macaulay, that the minutes of the February 7, 2017 Strategy & Community Committee meeting be approved as distributed.

**IV. Business Arising and Review of Action Items**

There was no business arising and all scheduled action items have been completed.

Ms. Angus joined the meeting at this point.

**V. Strategic Planning Process Updates and Next Steps**

- Ms. Judy Gray and Mr. Paul Lane

Mr. Lane reported that a search is being conducted for the retreat facilitator, and the request to meet with the Mayor and City Manager is still in progress. The retreat facilitator will attend the March 29 Board meeting to provide an overview of the April 8 retreat. The deliverables will be a draft written Mission, Vision, and Values statement, and identification of areas of impact and outcomes.

Mr. Lane distributed the Values, Mission, Vision and Promise statement from the 2012 Strategic Plan for an initial discussion. The Committee raised the following points:

- It is important to agree on definitions and terminology.
- Some previous wording does not require much change.
- The wording should be concise and memorable, and convey a shared understanding.
- Values are guideposts for every activity, internal and external.
- Honesty and integrity are assumed values and covered in the Library's policies and code of conduct.

## **VI. Collections at Calgary Public Library**

- Mr. Marshall Sumka, Senior Manager, Collections

Mr. Sumka presented slides about the changing use of the Library's physical and digital collections. This year, the growth in book purchasing can be attributed to the three new libraries being planned for the system. Digital use is increasing, as well as its subscription costs. The use of DVDs, print magazine and sound formats is declining, as well as the availability of these products from suppliers. The lower Canadian dollar means that fewer items can be acquired. Books, both physical and digital, are increasing in use, with children's books showing the greatest circulation. The increase in patrons does not necessarily mean a large increase in circulation, since many patrons engage in in-library use only. The curated collections, such as recommended lists, and displays that highlight people, plot, prose and place, experience a high performance with 50-80% of these collections checked out at any one time.

Digital content is being expanded, with new resources such as Lynda.com, Flipster, Read Alberta ebooks, and Naxos video library. The e-resources provide a wide range of popular products, such as e-learning, workplace skills, visual arts, and music. New partnerships allow Calgary's students to easily access e-resources to support school curricula. There is currently a lot of volatility in the digital resources marketplace.

Mr. Ptacek commended the work of Mr. Sumka and the Collections department, which performs an amazing volume of labor-intensive work with a relatively small staff, and manages to take any idea and make it happen, such as themed collections, cataloguing of multi-language items, and other efforts that make the Library relevant to its core business.

The Committee raised the following points:

- Circulation should not be used as the only metric to measure success.
- Although the Library does not serve an archival purpose, it is important to retain some items that cater to patrons' niche interests, and not create a self-fulfilling prophecy of lower use by weeding formats too quickly, when some patrons still depend on their availability.
- It is important to ensure a broad range of content, even when the "container", or format, changes.

Within the budget, Mr. Sumka uses allocation ratios to maintain the number of copies to the number of holds, responses to demand and usage, and the balance of popular and obscure items. Demand can be influenced by promotion and display, encouraging more people to engage with different and greater content.

The Committee thanked Mr. Sumka for a thought-provoking and interesting presentation.

**VII. Advocacy Plan Refresh**  
 - Ms. Judy Gray

Ms. Gray handed out the most recent advocacy chart, previously distributed at the Nov 16, 2016 Board Organizational Meeting, which shows the Board’s roles as leader, advocate, and learner, along with advocacy priorities and interested team members. The Committee discussed the following points:

- A reporting structure is needed to monitor progress on each item on a monthly basis
- As time passes, the urgency of each topic fluctuates, and it is not necessary to work on items that are simply placeholders at any one time.
- There will be an Advocacy section on each Board agenda, which will include a quick roundtable update and the ALTA update.

|   | Action items arising                             | Person Responsible | Deadline               |
|---|--|--------------------|------------------------|
| 1 | Delete the “Planning Step” column from the chart | Admin              |                        |
| 2 | Place an Advocacy section on Board Agenda        | Admin              | Upcoming Board Agendas |

Mr. Macaulay excused himself from the meeting at this point.

**VIII. Workplan Finalization**  
 - Ms. Judy Gray

The workplan should be a tool to move the Committee from one year to the next. The Committee liked the two workplan sections, Continuing Work and Spotlights and Strategic Opportunities, and recommended that all workplans consistently follow this format.

|   | Action items arising   | Person Responsible | Deadline            |
|---|--|--------------------|---------------------|
| 1 | Discuss consistent workplan format with Chairs of Audit & Finance, and Governance Committees | Ms. Hutchinson     |                     |
| 2 | Bring Strategy & Community workplan to Board   | Ms. Angus          | March Board meeting |

**IX. Staff Engagement and Evolving Library Culture**  
 - Mr. Mark Asberg

As the Library culture evolves, engagement with both staff and the public will merge in many ways. The Committee reviewed copies of *Learning Connection*, the employee learning calendar, which covers many aspects of staff orientation and professional development. Interaction with the public is constantly evolving, with staff encouraged to provide a delightful as well as helpful experience to patrons. Job descriptions are being re-written, with engagement from those doing the jobs. The following points were discussed:

- It would be interesting to see a “before and after” job description.
- So far, there has been no reluctance to review the job descriptions. Rather, staff appear eager to co-create more relevant descriptions that reflect the value they bring to their work, and the Union has shown support for this initiative.

MOVED by Ms. Hutchinson, that the Strategy & Community Committee recommend that the Calgary Public Library Board receive this report, *Staff Engagement and Evolving Library Culture*, for information.

Report to the  
Calgary Public Library Board  
**Governance Committee Meeting**  
Tuesday, March 14, 2017

In Attendance:

**Board**

Ms. Shereen Samuels  
Mr. Frank Durnford  
Ms. Janet Hutchinson  
Ms. Debra Giles

**Administration**

Mr. Bill Ptacek, CEO  
Ms. Ellen Humphrey, Deputy CEO  
Ms. Sarah Meilleur, Director, Service Design

**I. Treaty 7 Opening**

Ms. Samuels respectfully acknowledged that the meeting was taking place on traditional Treaty 7 land of the Stoney, Tsuut'ina and Metis nations.

**II. Review of Agenda**

There being no objections the Agenda was approved as presented.

**III. Approval of Minutes**

MOVED by Ms. Hutchinson, that the minutes of the February 7, 2017 Governance Committee meeting be approved as written.

**IV. Business Arising from Minutes**

Ms. Hutchinson requested that the Board meeting evaluation form be included in the March Board meeting package along with the relevant excerpt from the minutes.

**V. Addition of Community Members to Committees**

The Committee discussed the following points:

**Purpose:**

- There are two desired outcomes, which may require different approaches: 1) to bring expertise, capacity and a diverse perspective to the Board as needed; and 2) to open the doors so that a broader cross-section of Calgary communities accesses and contributes to the Board.
- It would be ideal for the highly functioning Library Board to give back to the community by offering learning or mentorship positions but, in the long run, this type of relationship is of little benefit to either party. Instead, the relationship must add meaningful value with targeted focus and feedback for a purpose related to the strategic direction of the Library.
- While it is important to avoid both tokenism and a lack of purpose, it is also recognized that having a varied perspective at the table brings value in many unforeseen ways.

**Opportunities already in place:**

- The Library currently puts significant operational resources to connecting with diverse communities, through targeted programming and services, Volunteer Resources (where 55% of the volunteers are youth), a teen advisory group, and outreach and engagement with students, New Canadians, First Nations and other groups that may experience difficulty connecting to the Library.
- Bow Valley College offers a board training program (*DiverseCity onBoard*) which trains and connects qualified candidates to volunteer board positions.

**Process:**

- The guidelines must include these points: 1) There must be an authentic, formally identified need and a specific purpose; 2) The position would be non-voting and for a fixed term; 3) The purpose would be to support Board level work with a specific reason.
- Any committee could initiate a request for the addition of a community member with a specific purpose in mind, and the Board would have final approval.
- The guidelines, which must be endorsed by the Board, would include a process to assess needs, and procedures for identifying and recruiting community members, including a set recruitment period and advertisement process.
- It was decided that the Governance Committee would not add community members due to the nature of its work. The Strategy & Community Committee would be most likely to have a need, specific project or goal that requires diversity or capacity that does not currently exist on the Board.
- With two new libraries soon to be added to the system (Seton and Sage Hill), community members could be recruited for what has previously been called a Branch Development Advisory Committee (BDAC). However, it was noted that a BDAC does not guarantee diversity and may attract candidates from one background only, or candidates with a single, specific agenda.

**Advocacy:**

- The City mandates the Library Board's recruitment and appointment process for regular Board Members, and the Board's own ongoing needs for skills and experience, communicated through the recruitment firm, currently narrows the perspective of the applicant pool.
- Since The City mandates the Board search process, it should be pressed to develop stronger guidelines and structure to encourage diversity on City Boards, Commissions and Committees.
- An increased effort could be made to invite people to attend Board meetings as observers.

| Action Item  | Person Responsible             | Timeline                   |
|--|--------------------------------|----------------------------|
| Draft guidelines based on today's discussion to bring back to Governance Committee before making a recommendation to the Board | Ms. Hutchinson and Ms. Samuels | April Governance Committee |



**VI. Committee Workplan – Revised March 7, 2017**

The Committee approved its current workplan, and noted the following action items.

| Action Item   | Person Responsible | Timeline                 |
|---|--------------------|--------------------------|
| Topic: Remote attendance                                  | Ms. Samuels        | April Governance meeting |
| Chair's one-on-one meetings with individual Board Members | Ms. Hutchinson     | Beginning soon           |

**VII. Other Business**

There was no other business.