

CIVIC PARTNER 2016 ANNUAL REPORT SNAPSHOT- THE CALGARY PUBLIC LIBRARY

CPS2017-0369 Civic Partners Annual Report Attachment 4
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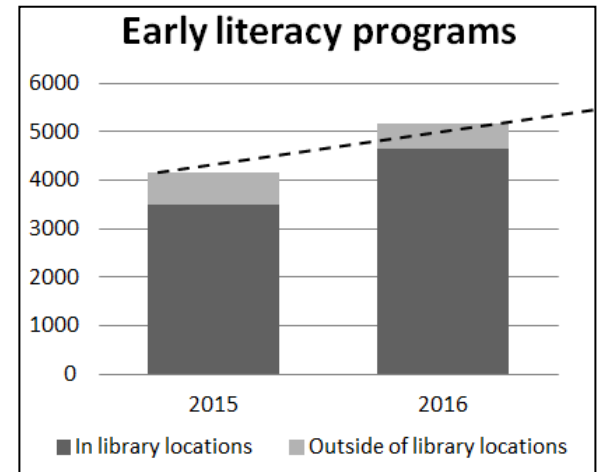
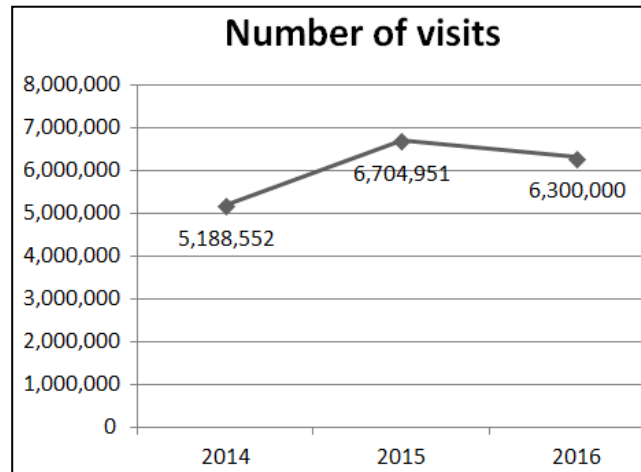
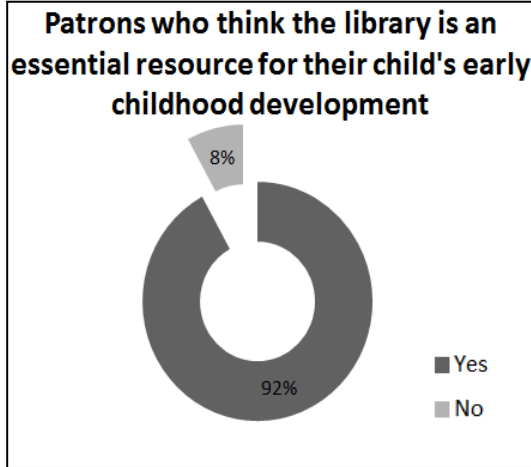
CALGARY PUBLIC LIBRARY

Mission: To inspire life stories.
Vision: The vibrant heart of a great city.

Registered Charity

2016 City Investment
Operating Grant: \$44,388,883
Capital Grant: \$5,236,828
City owned asset? Yes

How did they do in 2016?



The story behind the numbers

- Patrons who view the library as an essential resource in their child's early development are more likely to use the library, attend programs, and take out items.
- Early literacy programs in house and in the community help prepare children for school and support appropriate development.
- The library book truck helps reach underserved communities and vulnerable Calgarians. There was an average of 33 visits per book truck stop.
- New *Early Learning Centres* at Fish Creek and Village Square Libraries contributed to a 3% increase in the circulation of children's books.
- Relocation of the Shaganappi Library to Westbrook Transit Station increased visits 121%, Glenmore Square Library's move to Quarry Park increased visits 137%.

Snapshot of 2017-18 priorities

- Develop a 2019-2022 Strategic Plan and a Disaster Recovery Plan.
- Renovate all remaining community libraries;
- Prepare to open the New Central Library, open Seton, Rocky Ridge, and start developing the Sage Hill location.
- Expand early literacy initiatives and hours of service, grow membership.
- Support and engage indigenous populations.

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1. **Organization Name:** Calgary Public Library
2. **Fiscal Year:** 2016
3. **Latest Annual Report available and web address:** Fiscal Year 2015:
<https://calgarylibrary.ca/wp-content/uploads/sites/10/2014/10/2015-Financial-Statements.pdf>
4. **Current Vision, Mission and Mandate:**

The Calgary Public Library's visual identity represents unlimited possibilities. It's about wondering, seeking, discovering and sharing – removing barriers and increasing access to information in all its forms. We want every Calgarian to know that this city's 18 [and growing] community libraries are community hubs that ignite learning, discussion, invention, and action.

YEAR IN REVIEW

5. **What key results of your organization in 2016 contributed to Council Priorities in The City's 2015-2018 Action Plan including A prosperous city, A city of inspiring neighbourhoods, or A healthy and green city?**
[The City of Calgary - Council Priorities](#)

2016 saw the Library carry out a wide range of activities in support of the following key areas in its 2015-2018 Strategic Plan, itself informed by Council Priorities and imagineCalgary:

- Quality Library buildings
- The Library in the community
- New technologies
- Fostering reading
- Focus on who most need the Library
- Ease and convenience of use

Of particular note:

- Renovations of Nose Hill Library
- Installation of shelf-lighting and other enhancements at Signal Hill Library
- Design and implementation of *Early Learning Centres* at Fish Creek and Village Square Libraries, contributing to a 3% increase in the circulation of children's books
- Relocation of the Shaganappi Library to Westbrook Transit Station, and its renaming to recognize the generous gift of the Nicholls Family, resulting in an increase of 121% in visits over the same period in the previous year
- Relocation of the Glenmore Square Library to Quarry Park, resulting in an increase of 137% in visits over the same period in the previous year
- Expansion of *Book Truck*, bringing library service to schools, community locations and events across the city
- Provision of compact, portable, easy-to-use and cost effective Chromebooks in library locations across Calgary
- Expansion of automated materials handling, enabling the reallocation of resources to

- direct service delivery
- In partnership with the Calgary Fire Department, June launch of *The New Adventures of Engine 23* in the current Central Library, providing 78 program sessions to just under 9,000 children and their caregivers and new opportunities for library volunteers in 2016
 - Launch of the *Year of Reading* and distribution of reading guides for children, teens and adults
 - New partnership with WordFest and provision of programming and office space at Memorial Park Library
 - Expanded partnership with the Calgary Board of Education to support student learning and digital literacy
 - In collaboration with many community partners, and to offset the “summer slide” experienced by children in low income families, delivery of *Summer Learning* opportunities at the Forest Lawn Library
 - 94% of available tickets used by low income families through *SunLife Arts and Culture Pass*
 - Re-imagining the role of Memorial Park Library in its unique community
 - Completion of Service Plan for the New Central Library and start of preparations for transition and operational readiness, including the piloting of new services and spaces at other library locations
 - 575,000 active library members
- Leading the way to the Library’s goal of increasing its relevance for Calgarians is a strong and high-functioning Board. Important Board achievements include:
- Development of a robust risk management process, including a risk matrix and heat map
 - Focus on impact evaluation
 - Continued emphasis on effective Board recruitment processes to ensure a diversity of perspectives and representation from the broader community of Calgary

6. Using your organization’s existing performance measurement data, please provide selected 2016 performance measures that describe how much you did, how well you did it, and how Calgarians re better off.

Strategic Goal: *Provide equitable opportunities so Calgarians can overcome barriers to full participation*

	Performance Measure	2015 results	2016 results	What story does this measure tell about your work? Why is it meaningful?
How much did you do?	Number of library programs in lifelong learning topics	606	456	The library offers a variety of life-enhancing, lifelong learning opportunities such as courses on creative arts, crafts, languages, health and wellness and personal growth.
	Library attendance for programs in lifelong learning topics	13,417	13,741	

	Number of stops by the library book truck to areas of high need	N/A	439	The library book truck works to fill the gap where library facilities are lacking or to reach the most vulnerable in Calgary, such as Calgary Housing sites.
How well did you do it?	Average number of visits per library book truck stop	N/A	33.4	The library book truck works to fill the gap where library facilities are lacking or to reach the most vulnerable in Calgary, such as Calgary Housing sites.
How are Calgarians better off?	Percent of patrons who agree that library resources are useful to themselves to achieve personal growth	Data in development	87%	These survey questions inform on access to a full range of quality learning opportunities and that the resources being offered are relevant.
	Percent of patrons who agree that the library offers access to a wide range of informal quality learning opportunities and resource options	Data in development	86%	

Strategic Goal: *Strengthen core literacy skills for Calgarians to thrive*

	Performance Measure	2015 results	2016 results	What story does this measure tell about your work? Why is it meaningful?
How much did you do?	Number of Early Literacy Programs In-Library	3,485	4,635	We offer programs in our libraries in early literacy focus to help prepare children for school and to ensure appropriate development for young children. Patrons who attend programs often need a library card to register, or to take out materials after attending a drop-in program. These figures tell us how many children we are reaching in our efforts to improve core literacy skills and child development.
	Attendance at Early Literacy Programs In- Library	99,529	116,164	
	Number of Early Literacy Programs Outside Library	671	541	
How well did you do it?	Percent of active cardholders* aged 0 to 4 years old to overall population aged 0 to 4 years *Cardholders who have used their library card in the last 12 months	17%	15%	This figure tells us about our reach in getting Calgarians to their local library.



**Calgary Public Library
Civic Partner Annual Report 2016**

How are Calgarians better off?	Percent of Patrons who think the library is an essential resource for their child(ren)'s early childhood development	Data in development	92%	If patrons view the library as an essential resource in their child's early development, they are more likely to use the library to attend programs and take out items. If patrons are getting the message to read or play with their child for about 20 minutes per day, we know we are delivering our message clearly and their child will be better off for that time to develop on all literacies.
	Percent of Patrons who agree that the library contributes to the early literacy skills of children	Data in development	97.5%	
	Percent of Patrons who play one-on-one with each child under 6 years old for more than 20 minutes per day	Data in development	83%	
	Percent of Patrons who read to each child under 6 for more than 20 minutes per day	Data in development	44%	

FINANCES

7. What resources were leveraged to support operational activities in 2016?

The City provided 80% of the Library's 2016 revenue, with the Province providing 12.5% and the Federal government less than 0.5%. Other grants, primarily from the Calgary Public Library Foundation, represent 3.6%. All other sources make up the balance of the Library's operational funding.

Resources are leveraged through volunteers, partnerships, and the Calgary Public Library Foundation.

In 2016, 2,657 volunteers contributed 68,218 hours, at an estimated value of \$2.352 million, which represented a significant increase over 2016 levels. These volunteer hours freed staff to undertake work for which they are uniquely qualified. The Library has more volunteers per capita than any other library in Canada.

To assist the Library in achieving service goals, it establishes, manages, and evaluates strategic partnerships. Connections include many business units within The City of Calgary; other levels of government; the Federation of Calgary Communities; Business Revitalization Zones; our soon-to-be neighbours in the East Village; and learning institutions including the Calgary Board of Education, Calgary Catholic School District, Bow Valley College, and Mount Royal University. Other partnerships enable us to provide programs and services to targeted populations including newcomers, vulnerable children, and families.

In 2016 the Library Foundation raised \$6.25M, with a cash-in amount of \$3.35M. The Foundation provided almost \$2M to the Library in support of operations, programs and collections. Included was funding for new Library programming and spaces which will enhance the experience of patrons throughout the system.

8. Do you anticipate any changes to plans and/or budget projections for 2017-2018?

The Library is proud of the increasing value placed on it by Calgarians and of the support it receives from The City of Calgary. We will continue to be good stewards of the funds entrusted to us, using creativity, innovation, and resourcefulness to meet the needs and expectations of Calgarians for 21st century library service.

9. Please describe the impact, if any, of the economic downturn on your organization's operations or revenues including any adjustments you have made to your operations.

According to The City of Calgary's Business Planning and Budget Process, the next decade will see slow to low economic growth with a continued growth of population and for the near term more families. All of these factors indicate more service will be required from libraries. Already we have seen increased use, primarily in community libraries. We are also seeing the need to provide access to technology for job seekers, students and entrepreneurs. Even though the Library system has increased the number of open hours at most libraries, over-subscribed children's programs and the every-seat-in-the-library-taken phenomenon are everyday occurrences. We are also experiencing a greater interest in collaboration and cross programming from cultural, community and educational partners, approaches which will no longer be discretionary in the next decade.

LOOKING FORWARD

10. What are your priorities and deliverables for 2017-2018?

- New Strategic Plan 2019 – 2022
- Renovation of all remaining community libraries
- Expansion of early literacy initiatives, including visits to day homes in Calgary
- Expansion of hours of service
- Transition plan and opening of the New Central Library
- Opening of Seton, Rocky Ridge and [starter] Sage Hill Libraries
- Review of policies to remove patron barriers
- Development of Disaster Recovery Plan, using in particular, the lessons from the Library's successful recovery after 2013 floods
- Membership growth and retention
- Development of engagement and services for and with indigenous populations
- Review of materials handling in every library location
- In partnership with The City of Calgary and community partners, initiatives to strengthen Calgary's neighbourhoods
- In partnership with community partners, assistance in the response to the current opioid crisis
- Expanded partnership with WordFest

- New opportunities for library volunteers

UPDATE ON RISK MANAGEMENT AND GOVERNANCE

11. What are your organization's top 3-5 strategic risks? Describe briefly how you are managing these risks.

The Library Board has identified six principle risk areas: strategy, finance, people, operations, New Central Library, and security; and a robust risk management process is in place for each one. Starting in 2015, a quarterly report measuring the current risk level is reviewed by the Audit and Finance Committee before being presented to the Board. An annual review maps the risk before and after mitigation on a heat map and allows the Board the opportunity to query the mitigation controls and the emergence of new risks. A brief description of how risks in each category are being managed follows. Changes in risk are acknowledged, reviewed quickly and responded to.

Strategy

- Levels of patron satisfaction are regularly measured to ensure the goals of the Strategic Plan are being met.
- Risk is reflected in Reports to the Board.
- All new initiatives have a risk section. These initiatives are monitored by the Executive Leadership Team on a monthly basis, and more often by the project sponsor.
- New initiatives are tested and introduced slowly to ensure that unanticipated results can be addressed before they are broadly implemented.
- Many initiatives are being tested in anticipation of the opening of the New Central Library.

Finance

- Financial controls are rigorously monitored to control all aspects of the purchasing/payment cycle and to prevent fraud.
- A purchasing policy is followed to ensure legislated compliance.
- Insurance is reviewed annually to ensure coverage is adequate.

People

- Employees and volunteers are carefully selected after screening, trained for their role, and their performance monitored.
- Employees sign a Code of Conduct upon hire that acknowledges their acceptance of the expectations during their career at the Library; a similar "contract" has been drafted for volunteers.

Operations

- Building visits, website and catalogue sessions, and facility availability are regularly counted.
- Major partnerships, including with the Calgary Public Library Foundation, are validated with a written agreement or contract.
- Other partnerships are evaluated to ensure there is benefit to both entities, including

partnerships with The City.

New Central Library

- A Service Plan template was finalized in 2016; a more comprehensive Transition Plan will be completed in 2017.

Security

- The Library's incident reporting system is actively monitored and prompts security measures to be increased to meet changing conditions.
- Our contract with The City for advice and day-to-day management of security operations has increased the attention we receive from Calgary Transit and the Calgary Police Service to safety and security issues.

Other

- Safety and health procedures are not only documented, but are also monitored by a health and safety team.
- Each employee annually reviews and signs an updated ergonomic assessment acknowledging any hazards pertinent to their position, and to make them aware of all supports available to ensure their health is not impacted.
- Training is provided to new and existing staff and the materials are documented for later reference.
 - Facility inspections are regularly performed.
 - Facilities are regularly inspected to ensure there are no hazards, and also to ensure the buildings are welcoming and appealing to the public.

Reputation risk is not stated, but is implicit in all of these processes.

12. Summarize any activities in 2016 that increased your Board's knowledge and awareness about industry trends, impact of changing economic conditions, risks faced by the organization, or other information needed to make informed decisions.

The Library supports many opportunities for Board development, including attendance at professional conferences like the annual Alberta Library Conference and the Urban Libraries Council Conference. At the former in 2016, Board members made presentations on policy development and governance practices for the benefit of public library boards across Alberta. Other Board development activities in 2016 included workshops on advocacy and community relationships, leadership and culture change. Janet Hutchinson, Board Chair, serves as a member of the Executive Board of the Urban Libraries Council, where she is exposed to the challenges and opportunities faced by public libraries across North America. Judy Gray represents the Library at the Alberta Library Trustees' Association.

13. Will any Board or senior management positions be vacant in 2017? If yes, please describe succession plans that are in place.

The terms of 3 Board members expire in October 2017; all are eligible for re-appointment.

14. (a) Mark an “X” by all statements that apply to your organization:

Our organization uses:

Defined term limits for Board members

A skills and experience matrix to identify gaps on the Board and recruit new board members.

A structured process for identifying, monitoring and managing risk.

A Board policy for risk management.

A risk map, matrix, register or similar tracking tool to assess the risks we face.

A risk management plan or other tool that is updated at least annually.

Tools to communicate key risks to the Board at least annually.

A Board committee delegated with the responsibility for oversight of our organization’s risk management practices.

A formal crisis management, business continuity, or similar plan to be ready for an emergency situation.

(b) Add any additional comments about your organization’s risk management practices:
 In April, 2017, Library Board members will present on the topic of risk management process at the annual conference of the Library Association of Alberta and the Alberta Library Trustees’ Association.

CAPITAL AND ASSET MANAGEMENT

15. Provide a summary of your organization’s 2016 capital development, including specific lifecycle/maintenance projects.

Total capital spending in 2016 was \$8,764,839.

Capital development in 2016 enhanced the Library’s Strategic Plan Strategy to “Strengthen Neighbourhoods in a Growing City”. Examples of the Library’s actions to accomplish this were:

1. apply the thinking and imagination inherent in the New Central Library’s concept to all Library spaces and services, for the benefit of all neighbourhoods
2. revitalize and expand the community library network so that all Calgarians can enjoy access to our services
3. ensure the Library has a positive presence in every Calgary neighbourhood through our physical, mobile and virtual spaces, programs and services

The Library invests in a variety of capital projects to replace worn-out equipment, fixtures and furnishings, and to extend the lifecycle of major building components, such as roofs, envelopes, parking surfaces and HVAC systems. This work is aimed at improving the patron experience of the Library and extending the life of these assets. The Library operates an extensive data and communications network between its 20 buildings that supports the operational and public service delivery requirements of a modern library, including a Wi-Fi network for hundreds of simultaneous users. This network receives annual capital investment in servers, switches, routers and access points in order to prevent outages due to equipment failure, to increase network redundancy, and to expand capacity in response to patron demand.

The following lifecycle/maintenance projects were carried out:

1. Nose Hill Library (significant lifecycle work to make the space equal to newer libraries)
2. Annual lifecycle spending on IT infrastructure
3. Furnishings and equipment in several other community libraries

Capital development to create the library space in Westbrook, which replaced the Shaganappi Library, was a significant use of capital funds in 2016. Fit up of the original two Library book trucks and purchase of the second two vehicles also occurred in 2016.

The final major component of capital development was the installation of an additional automated materials handling unit.

With continued support from the Library Lifecycle Grant, the Library expects to continue a major refurbishment project that will see libraries all across the city receive updates to patron-facing spaces and furniture to make them more spacious, comfortable and technology-friendly.

16. What funding was leveraged to support capital activities in 2016?

The following funding sources were leveraged to support our capital activities:

1. Lifecycle funding from The City of Calgary
2. The new Quarry Park Library was funded by the City as part of the Quarry Park Recreation Facility
3. Use of the Library's capital reserves

The majority of funding for Library capital projects comes from The City of Calgary through the Library Lifecycle Grant.

The Library continues to leverage the work of CMLC on the New Central Library. Their work in managing this very large project has given the Library capacity to pursue and implement ambitious service strategies.