

1. **Organization Name: Calgary Public Library Board**
2. **Fiscal Year: January 1- December 31**
3. **Latest Annual Report available and web address:** 2014 annual statement available at <http://calgarylibrary.ca/annual-reports-and-financial-statements/>

GOVERNANCE

4. **Current Vision, Mission & Mandate (include any proposed changes).**



The Calgary Public Library's new 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**.

5. **Identify Board and senior management positions, incumbents and vacancies.**

Board Chair: Janet Hutchinson
Board Vice-Chair: Avnish Mehta
Board Members: Catherine Angus, Debra Giles, Judy Gray, Temina Lalani-Shariff, Rob Macaulay, Shereen Samuels, Councillor Druh Farrell, Councillor Evan Woolley

Senior Management

CEO: Bill Ptacek
Deputy CEO: Ellen Humphrey
Director, Corporate Services: Paul Lane
Controller: Elrose Klause
Director, Partnership Development: Cathy Freer-Leszczynski
Director, Service Design: Heather Robertson
Director, Service Delivery: Mark Asberg
Director, External Relations: Paul McIntyre Royston

6. **Discuss succession planning for Board and senior management.**

In 2014, the Library restructured the senior management team to address current service needs. A succession plan for the entire organization relies on identifying and supporting high-potential employees. The Library Board enhanced the process used for the recruitment of qualified Board members. Staggered terms of appointment ensure an appropriate balance of experience and fresh eyes. In addition, the Board's governance structure of four standing or ad hoc sub-committees with an annual rotation of members among them provides opportunities for each member to become familiar with the full range of Board matters. Several elected Board positions, including Committee Chairs and Board Vice-Chair, help prepare members for the most senior Board leadership role, that of Board Chair.

2014 YEAR IN REVIEW

7. Summarize 2014 accomplishments (based on established goals or objectives).

In 2014, the Board hired a new CEO for the Library. One of his first tasks was to develop a strategic plan for the 2015-2018 four-year budget cycle. That plan was based on the following strategic direction:

The Calgary Public Library is building not only a great new Central library, but also a great new Library system. Just as the New Central Library will be a cornerstone of downtown Calgary's redevelopment, the Calgary Public Library will play a key role in community building for Calgary's growing neighbourhoods. By focusing our efforts in the following areas, we will make the Library relevant to the people we serve:

- **Quality Buildings:** Every library will be of the same caliber as the New Central Library. They will look new, fresh and appealing. People will know they are in a public library that promotes reading.
- **The Library in the Community:** The Library is a concept that permeates all aspects of community life. The Library will come to the community, where and when the community needs us most.
- **New Technologies:** Libraries have been very successful at integrating new technologies into their services and operations.
- **Fostering Reading:** Library patrons will always find something good to read at the Library. Our catalogue will be the launch pad to a collection of more than two million items: some physical, some virtual, but all easy to find and relevant to the interests and needs of the community.
- **Focus on Those who Most Need the Library:** We will focus our efforts on serving those segments of the community who need us most and have the most to gain from the Library. This population includes those who are new to Canada and new to Calgary. It includes young children, families with young children, and those who can't get to a library because of physical or economic barriers.
- **Easy and Convenient:** The Library will be easy and convenient to use and available to everyone. We will identify and remove financial, operational, technological and physical barriers so that using the Library is seamless and easy.

8. Provide performance measures (targets and actual) used in 2014. Include any challenges in meeting targets.

At the end of 2014, there were 420,000 Calgarians with Library cards. We intend to double that number. Removing fees and other impediments to registering for cards was the first step. We are also making sure that every student in Calgary has a Library card. Another challenge relating to the sheer size of Calgary is the work that the Library does in early literacy. There are 81,038 kids in Calgary age four or younger. The library wants to ensure that all of those kids enter school with the reading and learning skills they need to be successful.

Performance Measures:

New Patrons:	72,560	Programs & Tours:	10,966
Visits:	5,188,552	Program & Tour Participants:	219,522
Physical Resource Checkouts:	14,874,545	Community Use of Space:	574
Electronic Resource Checkouts:	1,632,282	Activities in the Community:	2,422
Wireless Sessions:	380,179	Computer Session:	697,848

9. Describe how your organization's 2014 activities contributed to the economy and culture of Calgary, Calgary's environment and the well-being of Calgarians.

The Calgary Public Library has commissioned a Return On Investment Study by BERK Consulting to capture and communicate the economic and social benefit provided to Calgarians through library service. We are pleased to share the following interim findings:

Exhibit 4 – Economic Impact of Calgary Public Library, 2013

	Low	Midpoint	High
Total Direct Benefits	\$ 143,967,000	\$ 227,299,000	\$ 310,631,000
Indirect and Induced Impacts of Spending	N/A	\$ 34,969,000	N/A
Total Expenses	\$ 54,384,000	\$ 54,384,000	\$ 54,384,000
Economic Impact	\$ 3.29	\$ 4.82	\$ 6.35

Source: Calgary Public Library, 2014; BERK, 2014.

Direct benefit is based on estimating what patrons would spend to otherwise acquire the goods provided by the Library. The Library's direct benefits for 2013 were valued by multiplying the number of uses of each measurable library service by a low and high market rate. Total direct benefits were then divided by the Library's expenses over the same time period. The resulting value is the Return on Investment for that period.

In 2015, the Calgary Public Library also began work on quantifying the indirect benefits delivered to Calgarians through the Library's contributions that improve their cultural, social, and economic wellbeing, that is to say, how their lives are changed because of their interactions with the Library. This "social" return on investment is posited to be much larger because its effects last many years, if not a lifetime.

10. Indicate what resources were leveraged to support operational activities, providing examples.

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

- In 2014, 2,300 volunteers contributed over 40,000 hours: an estimated value of \$1 million. This freed staff to undertake work for which they are uniquely qualified. The Library has more volunteers per capita than any other library in Canada.
- The Director of Partnership Development establishes, manages, and evaluates strategic partnerships which help the Library achieve service goals. Connections include The City of Calgary, including Poverty Reduction Initiative and Fair Entry, other government levels, and citizen engagement; the Federation of Calgary Communities; 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.
- The Library Foundation raised \$5.1 million in 2014. It provided almost \$1.4 million in support of programs, collections and operations, and underwrote two important studies devoted to safety and security and return on investment.

11. Provide an overview of your organization's capital development for 2014, including specific lifecycle/maintenance projects.

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

During 2014, the Calgary Public Library undertook a complete renovation of the public areas at the Alexander Calhoun Library and completed a major multi-year renovation at the Fish Creek Library. Projects aimed at improving the efficiency of operations through improved design were undertaken at the Central Library and at Crowfoot Library, a project that will see improvements in public areas carried out in 2015. In 2014, the Library moved its primary and back-up data centres into City of Calgary facilities in order to increase network resiliency and undertook a project to increase Wi-Fi capacity by 500% to meet increasing demand.

With continued support from the Library Lifecycle Grant, the Library expects to undertake 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. These planned improvements are vital to making libraries community gathering places. The Crowfoot, Judith Umbach, Forest Lawn and Nose Hill libraries are targeted in 2015. In addition, the Library will move two locations into new facilities, in Quarry Park and Westbrook Station, and more than double fleet capacity to support outreach to underserved areas and targeted institutions and daycares.

12. Indicate what funding was leveraged to support capital activities in 2014.

The Library has leveraged 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. Also, the specific designs of spaces, interiors and potential programs at the New Central Library have been piloted and implemented in the renovations, upgrades and services throughout the Calgary Public Library system.

In addition, the Library Foundation supported:

- the installation of a new Automated Materials Handling system at the Central Library, \$817,000;
- the creation of the Flood Story website and other flood-related activities not covered through insurance; and
- A fireplace at the Fish Creek Library, \$25,000.

LOOKING FORWARD

13. Based on your business plans for 2015-2018, what are your priorities and deliverables for 2015-2016?

1. Bring the Library into more People's Lives:

- Leverage partnership and promotional initiatives to make it easier for Calgarians to access and activate free library memberships and to create joint educational experiences.
- Extend library hours and enhance the library's digital presence to enable Calgarians to connect with the library where and when it is most convenient.
- Deploy mobile devices, new program designs and additional vehicles to take library initiatives into the community where they are needed most.
- Enhance information services through digital device lending and innovations, including an information kiosk in partnership with The City of Calgary.

2. Strengthening Neighborhoods in a Growing City

- Enrich the library experience, revitalizing library facilities through improved shelving and layouts, new community gathering spaces, and re-imagined children's spaces.
- Open an exciting new transit-oriented library location at Westbrook that applies design elements in anticipation of New Central Library.
- Integrate the City's Fair Entry Fee Subsidy Application Process into Village Square Library.
- Implement the Library2Go mini-bookmobile to create a mobile community hub in neighborhoods that may experience barriers to library services.
- Strengthen the Library's role as the information portal for Calgarians, curating resources in new ways and increasing web visibility of library resources through LibHub, an international initiative to transform library records into web-friendly format.

3. Focus on Services that Make a Difference:

- Foster development of early literacy skills by reaching out to thousands of children in daycares and increasing opportunities for parents to engage in early literacy experiences.
- Enhance Services for Students through volunteer-led homework help for school-aged students, out-of-school teen programming, and expanded support for numeracy skill development.
- Strengthen services for newcomers by with services that support newcomer parents and children in the development of early literacy skills in their home language and English.
- Broaden the summer reading experience by integrating a virtual component to empower Calgarians to participate anywhere, anytime, and leveraging partnerships with local educational and cultural organizations.
- Connect Calgarians to information, ideas and community through impactful learning opportunities and discussion forums that empower active citizenship.

14. Identify any changes to plans and/or budget projections for 2015-2018.

The Calgary Public Library will double its membership in this timeframe. The system needs more libraries and library space to serve the demand. Aside from the plans in the capital budget, Calgary Public Library would like to work with other City and Civic Partners to develop new and expanded libraries in core and established neighborhoods by co-locating with some of these partners. While the New Central Library and new libraries in growth areas will help with some of this demand, we need to serve the growing population and growing demand in the older communities of Calgary. Also, as outreach efforts to schools, daycares and senior housing units expand, the Library may need more resources to grow this service in the community.

15. What would be the operational impact should there be a reduction in your grant(s) from The City?

A reduction in The City's support of the Library would run the usual risks of reducing levels of service, whether it be a reduction of services hours, fewer books and content, or a reduction in programs and services.

However, the Library is unique in that, through its Foundation, it is striving to raise \$75 million via the Add In Campaign.

A reduction in the support from The City would send a dual message: it would impact the confidence of the community in the Library as an investment, and send a message that development efforts are replacing public support.

16. Identify any specific opportunities/projects that would directly stimulate the Calgary economy if supported by a strategic investment by The City.

The Library currently operates 19 sites across Calgary. Some of these Library facilities are approaching end-of-life, just as the established neighbourhoods in which they are located are entering a redevelopment phase. The specific libraries are:

- Forest Lawn (in Forest Lawn)
- Louise Riley (in Hounsfield Heights/Briar Hill)
- Calhoun (in South Calgary)
- Southwood (in Southwood)
- Judith Umbach (formerly called Thorn-Hill) (in Thorncliffe)

There exists an opportunity to examine the feasibility of redeveloping these sites along with nearby Park, Recreation, and Protective Services assets to jointly renew these various amenities while simultaneously rationalizing capital expenses and making best use of stranded open space and other MR assets in these areas.