

Civic Partner Annual Report 2015- Calgary Public Library Board

1. Organization Name: Calgary Public Library

2. Fiscal Year: 2015

3. Latest Annual Report available and web address: 2015 Fiscal Year

<https://calgary.bibliocms.com/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.

GOVERNANCE

5. Identify any Board or senior management positions that will be vacant in 2016. Describe succession plans that are in place.

Board

Board Chair: Janet Hutchinson

Board Vice-Chair: Avnish Mehta (Jan-Oct 2015); Catherine Angus (Nov 2015-present)

Board Members: Debra Giles, Judy Gray, Temina Lalani-Shariff, Rob Macaulay, Shereen Samuels, Councillor Druh Farrell, Councillor Evan Woolley

Two Board members whose terms expire in 2016 are eligible for reappointment. The Library Board enhanced its process 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 three standing 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.

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

Following a restructuring of the Executive Leadership Team in 2014, the Library continues to provide opportunities for learning and growth for leaders and potential leaders. A succession plan for the entire organization relies on identifying and supporting high-potential employees.

6. Describe any structural changes to your organization's governance model in the past year.

N/A

7. Summarize any activities in 2015 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. In 2015, other Board development activities included workshops on strategic planning and impact evaluation. Avnish Mehta, Board Vice Chair in 2015, served as Vice-President of the Alberta Library Trustees Association and Janet Hutchinson, Board Chair, was appointed to the Executive Board of the Urban Libraries Council, where she is exposed to the challenges and opportunities faced by public libraries across North America.

RISK MANAGEMENT

8. Describe the processes and structures your organization uses to identify and manage operational and strategic 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.

Strategy

- Levels of patron satisfaction are regularly measured.
- Reports to the Board and all new initiatives have a risk section.
- 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 prevent fraud and control purchasing.
- 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 will be in place in 2016, part of a more comprehensive Transition Plan expected to be complete 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.

9. What are your organization's top 3-5 strategic risks? For example, financial, governance, business risks, liability, talent management, reputation, or risks related to economic conditions.

The following are considered the top principle risk areas to achieving the Library's Strategic goals.

1. Strategic – memberships, patron satisfaction, partnerships
2. Finance – fraud, funding, allocation of resources, managing operating and capital budget expenditures
3. People – reputation, staff and volunteer engagement, vacancy rate, recruitment time
4. Operations – building visits, website and catalogue use, facility availability, relationships with partners
5. New Central Library – reputation, transition to new facility
6. Security – incidents reported throughout the system

2015 YEAR IN REVIEW

10. What accomplishments in 2015 contributed to Action Plan's goals of building a prosperous economy, inspiring neighbourhoods, and a healthy and green city?

2015 saw the Library carrying out a wide range of activities in support of the following key areas in its 2015-2018 Strategic Plan:

- Quality Library buildings
- The Library in the community
- New technologies

- Fostering reading
- Focus on who most need the Library
- Easy and convenient

Of particular note:

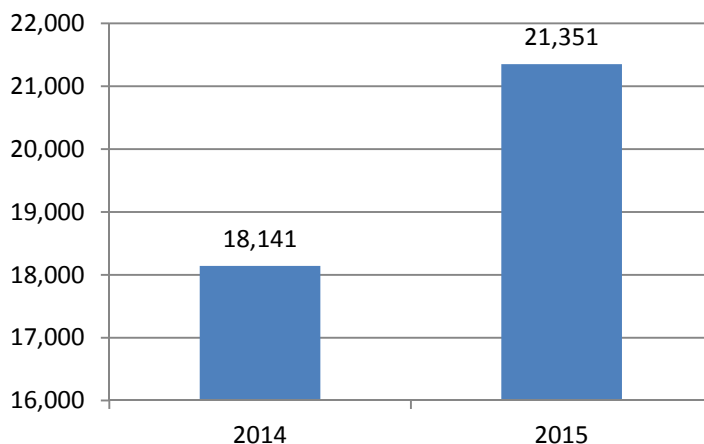
- Refurbishment of and renaming of the Thornhill Library to recognize the generous gift of Judith Umbach
- Refurbishment of the Forest Lawn Library
- Installation of shelf lighting and other enhancements at 8 locations
- Launch of Book Truck, the Library's first mobile service in 25 years
- Digital Kiosks at two library locations, in collaboration with The City
- Distribution of 175,000 cards to k-12 students through both school boards
- Library Month at Your Daycare, an innovative four-week early literacy outreach program targeted to preschool age children, day care staff and parents supported by the Rotary Club of Calgary
- Kids Hub: supporting Calgary's vulnerable children in the Integrated School Support Project (ISSP) at Patrick Airlie School, in partnership with the YMCA, offering Reading Buddies, Math Minds, and Computer Buddies programs 5 days a week
- 13,000 tickets used by financially-barriered Calgarians through Sunlife Arts + Culture Pass
- Elimination of library card fees and charges for room rentals for community groups
- Extended open hours during the summer months at key locations
- An innovative new approach to the display of three key collections: adult paperbacks, children's picture books, and adult non-fiction, to increase browsability and use
- Piloting of new services and spaces at the current Central Library in preparation for transition to the new facility

11. Using your organization's existing performance measurement data, please provide selected 2015 performance measures that describe how much you did, how well you did it, and how Calgarians are better off. If needed, provide a brief description why these measures are meaningful.

Performance measure highlights

How much did you do?

Number of patrons aged 0-4

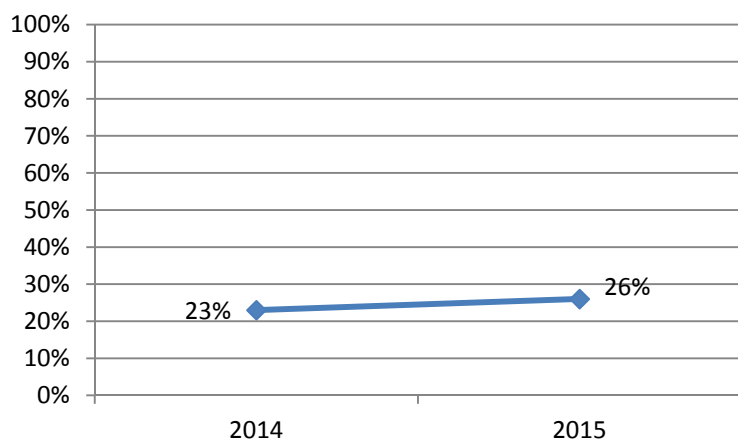


Story behind the baseline

We have a focus on early literacy and this result tells us how many children we are reaching in our efforts to improve core literacy skills and child development.

How well did you do?

Active cardholders aged 0-4 to overall population of 0-4 year olds



Story behind the baseline

The number of active cardholders aged 0-4 years old to the overall population increased 3% in 2015.

This measure demonstrates progress on early child literacy including core literacy skills and child development and tells us about our reach in getting Calgarians to their local library.

Detailed performance measures

	Performance Measure	2014 results	2015 results	What story does this measure tell about your work? Why is it meaningful?
Strategic Goal: <i>Strengthen core literacy skills for Calgarians to thrive</i>				
How much did you do?	Number of Patrons aged 0 to 4 (active membership)	18,141	21,351	We offered 3,485 programs in our libraries in 2015 with an 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. This figure tells us how many children we are reaching in our efforts to improve core literacy skills and child development.
How well did you do it?	Percent of active cardholders aged 0 to 4 years old to overall population aged 0 to 4 years	23% (18,141 / 77,241)	26% (21,351 / 81,062)	This figure tells us about our reach in getting Calgarians to their local library. We also delivered 672 early literacy sessions outside our library in 2015 for those who could not attend a library in-person or who may not have a library card. These sessions were attended by 34,650 children in addition to the 99,529 people who attended our in-library early literacy programs.
How are Calgarians better off?	Number of Patrons who report reading to their child(ren) 15 minutes a day	Data in development	Data in development	This survey-focused measure will inform us whether our message is being received by our patrons and citizens of Calgary.

CAPITAL REPORTING

12. Provide a summary of your organization's 2015 capital development, including specific lifecycle/maintenance projects.

Total capital spending in 2015 was \$9,046,388.

Capital development in 2015 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. Crowfoot Library (washrooms)
2. Forest Lawn Library (significant lifecycle work to make the space equal to newer libraries)
3. Judith Umbach Library (significant lifecycle work to make the space equal to newer libraries)
4. Central Library (completion of space affected by the flood)
5. Annual lifecycle spending on IT infrastructure
6. Furnishings and equipment in several other community libraries

Capital development began on the library space in Westbrook, which will replace the current Shaganappi Library in 2016.

Two Library book trucks were purchased in 2015 and the fit up was completed 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.

13. What funding was leveraged to support capital activities in 2015?

The following funding sources were leveraged to support our capital activities

1. The final insurance proceeds from the flood of 2015
2. Lifecycle funding from The City of Calgary
3. Use of the Library's capital reserves which included several small grants from the Library Foundation

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.

FINANCES

14. What resources were leveraged to support operational activities in 2015?

The City provided slightly more than 80% of the Library's 2015 revenue, with the Province providing 12.5%. Grants from the Calgary Public Library Foundation and from the Federal government represent 3.8%. All other sources together make up the balance of the Library's operational funding.

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

In 2015, 2,500 volunteers contributed 57,000 hours, at an estimated value of \$1.6 million, and representing a very significant increase over 2014 levels. 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; 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.

In 2015 the Library Foundation raised \$7.4 million and provided almost \$2 million 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.

15. Do you anticipate any changes to plans and/or budget projections for 2016-2018?

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.

16. What would be the operational impact if your grant(s) from The City were reduced?

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 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.

17. Please describe the impact, if any, of the economic downturn on your organization's operations or revenues.

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. So 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

18. Based on your business plans for 2015-2018, what are your priorities and deliverables for 2016-2017?

In light of the key areas of focus in the Library's Strategic Plan for 2015-2018, the following major initiatives have been identified:

- Support for students, in the form of *Homework Help* and math programs, promotion of e-resources, and *Summer Learning*, an initiative designed to reverse the "summer slide" when student achievement gains are often set back
- A variety of early literacy initiatives, including expansion of programs for daycares, creation of Early Learning Centres in key library locations, and more programming for infants
- Launch of the *Year of Reading* for patrons of all ages and supporting programs
- Expansion of services and programs for aboriginal and metis populations, supported by the Government of Alberta
- Extension of mobile service through additional Book Trucks
- Extended open hours in more locations
- Relocation of the Shaganappi Library to Westbrook LRT Station and of the Glenmore Square Library to Quarry Park
- Refurbishment of the Crowfoot, Nose Hill, Village Square, and Country Hills Libraries
- Shelving upgrades at 6 locations
- Opening of the New Central Library Experience Centre in East Village and implementation of transition plan
- Membership attraction and retention activities

19. Are there any additional projects or initiatives in 2016-17 that may require further discussion or decisions by Council?

The effort to redevelop libraries in established communities in coordination with The City's initiative on integrated facilities and transit oriented development will ultimately be decided by the City and Council. The Library's initiative related to service to First Nations peoples in connection with new mandates and support from the Province of Alberta may also rise to the level of Council attention. Finally, the City Charter work with the Province may open the door to creative new ways to fund library services. The Library would also like to work closely with The City to use its large and growing database of patron registrations and circulation information to support open data initiatives and the "My Calgary" identification and access card to various City services.

20. 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 18 libraries 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)

An opportunity exists 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.

There are also opportunities for the Library to be part of transit-oriented developments, especially as they relate to the upcoming Green Line, both for existing and additional community libraries, in support of The City's transit strategy.