

CIVIC PARTNER 2019 ANNUAL REPORT SNAPSHOT- THE CALGARY PUBLIC LIBRARY BOARD

CALGARY PUBLIC LIBRARY BOARD

Mission: Empower community by connecting you to ideas and experiences, inspiration and insight.

Vision: Potentials realized.

One Calgary Line of Service: Library Services

Registered Charity

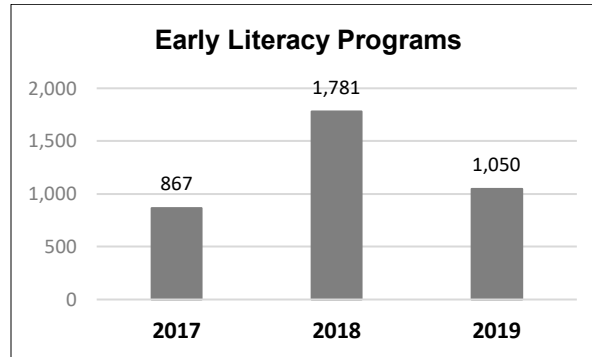
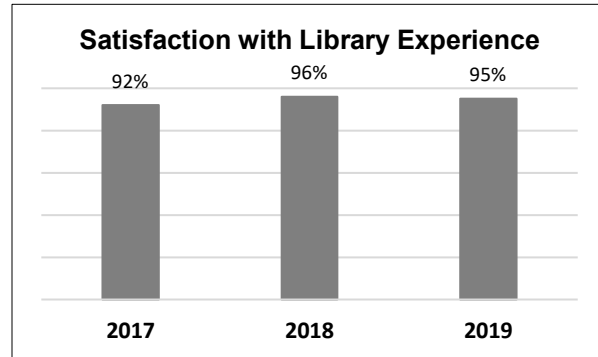
2019 City Investment

Operating Grant: \$52,457,720

Capital Grant:\$2,309,822

City owned asset? Yes

2019 Results



Creating a Sense of Belonging:
4.1 out of 5

Achieving Personal Growth:
3.9 out of 5

The story behind the numbers

- Early literacy programs and learning improve school readiness, a leading indicator of success later in life. These figures show how many children reached in an effort to improve core literacy skills and child development. Outreach initiatives were limited in 2019 due to operating budget reductions.
- Continuing high levels of satisfaction indicate the Library understands and effectively responds to evolving needs and circumstances.
- Users highly regard the Library’s effectiveness at helping to create a sense of belonging in the community and a sense of making progress on personal growth goals (scale of 1 to 5)

Current state 2020: COVID-19 impact

- Library locations were closed until June 23 and contactless service launched mid-May including curbside pickup. All locations re-opened by July 20. Innovations to circulation services continue including curbside holds and pickups, and QR code checkout.
- Locations continue to have reduced capacity and in person group services including programs, events and room rentals are largely prohibited. Outdoor programming is being piloted. Due to the high touch nature of children’s spaces, they are significantly affected.
- Investment in online content continues including on-demand videos, group learning and engagement, and live events.
- Physical visits to Library locations are approximately 50 per cent of pre-pandemic levels in the first three months of operation and circulation of materials has recovered to approximately 80 per cent of pre-pandemic levels.

Service Impact: Significant

Current Demand for Service: Demand has increased notably



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Organizational Structure: Legislated Body, Libraries Act (Alberta)

Fiscal Year: December 31, 2019

Related Subsidiaries or Foundations: Calgary Public Library Foundation

Manage/Operate City Owned Asset: Calgary Public Library network

City 2019 Operating Grant: \$52,457,720

City 2019 Capital Grant: \$2,309,822

STRUCTURE

1. Vision, Mission and Mandate:

The Calgary Public Library's vision, mission and values speak to the Library's role as a community hub supporting the potential and dreams of Calgarians. Our vision is "Potentials Realized" and our mission is to "empower community by connecting you to ideas and experiences, inspiration and insight". Rooted in our values of Inclusion, Curiosity, and Collaboration, the Library is committed to removing barriers and increasing access to information in all its forms as we strive to become the most literate community in Canada. We want every Calgarian to know that this city's 21 libraries are community hubs that ignite learning, discussion, invention, and action.

2019 RESULTS

2. What key results did your organization achieve in 2019 that contributed to one or more of the One Calgary Citizen Priorities? (*A Prosperous City, A City of Safe & Inspiring Neighbourhoods, A Healthy and Green City, A Well Run City*)

The Library Services service line primarily impacts two Council Priorities – A Prosperous City and A City of Safe and Inspiring Neighbourhoods. Key results include ending 2019 with:

- Over 720,000 members
- Over 15 million circulations
- Over 7.6 million in-person visits and 15 million digital visits
- Over 4.8 million computer and technology uses
- Over 490,000 participants in programs and events

In addition, the Library supports prosperity with a number of technology, job readiness and skill development programs and resources alongside the computer and internet access noted in the figures above. Also, the Library provides space to a technology training organization which upgrades coding skills as part of a provincially sponsored re-employment initiative.

The Library supports neighbourhoods by investing in the rejuvenation of community libraries to ensure established neighborhoods have amenities as functional as those in the newest neighbourhoods. In 2019, the Library made significant investments in four libraries in these communities:

- Crowfoot Library in Arbour Lake (Ward 2)
- Fish Creek Library in Willow Park (Ward 11)
- Country Hills Library in Country Hills (Ward 3)
- Memorial Park Library in Beltline (Ward 11)

3. What quality improvement changes did you make, or operational efficiencies did you find in 2019?

The Library's operating grant was reduced by \$1.792 million in 2019. Operating grant reductions do limit the Library's ability to grow and reach as many Calgarians as possible, especially as they result in the reduction in high-impact outreach activities in the community. At the same time, the Library has taken a robust and innovative approach to operational efficiency to ensure that the impact of Calgary's investment in public libraries is maximized. For instance, the Library has built and promoted mass self-service options in order to free staff time for more impactful work, leveraged system capacity in the automation of certain functions like materials handling, accelerated the transition away from certain collections categories nearing obsolescence (e.g. CDs, and DVDs), and invested in new technologies in order to deliver online and virtual content, services, and programs that can reach new audiences.

Increased opportunities for volunteers to improve the experience of Library visitors were implemented, resulting in over 176,000 hours being volunteered to the Library by community members of all ages.

4. What program, service or initiative was most successful in 2019? What lessons learned from this experience can inform future work?

Building on the success and lessons from early literacy initiatives, the Library moved to develop and launch a School Aged Strategy. This included strong partnerships with the Calgary Board of Education and the Calgary Catholic School District. This far-reaching project included new initiatives to build connections with students and teachers such as the launch of a Teachers Convention event at Central, launch of Library School, parent / caregiver education workshops in collaboration with school boards, and more. The Library identified a specific need to address school readiness for pre-K children which ensures long-term school success. This led to the piloting and launch of new community supports, such as Kindergarten Confident, a parent and child workshop to model what to expect in the classroom, and Kindergarten Class Card, a commemorative Library membership card for kindergarten classes.

A focus on inquiry-based learning and supports for grade school was also a priority, leading to the enhancement and expansion of Questionarium spaces for school-aged children in three libraries in 2019 and plans for an additional three spaces in 2020. The Library's popular Ultimate Summer Challenge was also expanded to support learning and engagement over the summer and had over 26,000 registered participants in 2019.

5. What is one success story from 2019 that demonstrates how you worked in partnership with other community, private or public organizations to achieve shared results for Calgary and Calgarians?

The Calgary Fire Department and Calgary Public Library partnered in 2019 to help all children in Calgary learn about fire safety. Calgary Fire has been distributing a colouring book to help teach children about fire safety for decades, but the book had not been updated in 12 years and needed review.

Working with Calgary Fire's safety experts, the Library took on the development of a new book in consultation with literacy and early learning specialists to create an engaging and helpful tool.

The Fire Safety Activity Booklet teaches kids all about home safety and the life of a firefighter through colouring sheets, puzzles, and games designed to engage school-aged learners.



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In addition to the development and printing of the booklet, the Library also committed to increasing its distribution. The new Fire Safety Activity Booklet is now available in all fire stations and public libraries throughout Calgary. Following its launch, more than 75,000 booklets were distributed in just three months.

RESOURCES

6. **Please estimate how The City’s operating funding was allocated in 2019. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.**

61%	Staff compensation, development and training
12%	Collection materials and services
15%	General Operating
10%	Building and Equipment
2%	Occupancy Costs

7. **Did volunteers support your operations in 2019? If yes:**

How many volunteers?	3,789 volunteers
Estimated total hours provided by volunteers:	176,622

8. **What resources did your organization leverage to support operations in 2019?**

The City of Calgary Operating Grant represented 82% of revenues in 2019. Other sources of revenue were:

- Alberta Government 11%
- Miscellaneous grants and sponsorships 4%
- Fines, fees, and rent 2%
- Interest 1%

Library resources are leveraged through volunteer support, partnerships, and the Calgary Public Library Foundation.

In 2019, nearly 3,800 volunteers contributed over 176,000 hours. Valued at the minimum wage, this represents a value of \$2.65 million. These volunteer hours freed staff to undertake work for which they are uniquely qualified.

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

9. **Using the chart below, please report your 2019 performance measures that demonstrate: how much you did, how well you did it, and how Calgarians are better off. Please identify through **BOLD font**, 1-2 measures that are most significant and could be presented in a chart.**

	Performance Measure Name	2017 results	2018 results	2019 results	What story does this measure tell about your work?
How much did you do?	Attendance at In-Library Early Literacy Programs	116,164	151,075	216,000	Early literacy programs and learning improve school readiness, one of the leading indicators of success later in life. These figures show how many children we reach in our effort to improve core literacy skills and child development. Outreach initiatives were limited in 2019 due to operating budget reductions.
	Early Literacy Outreach Programs	867	1,781	1,050	
	Library Visits	6,842,000	6,950,000	7,694,000	
How well did you do it?	Satisfaction with Library Experience	92%	96%	95%	Continuing high levels of satisfaction indicate that the Library understands and effectively responds to evolving needs and circumstances.
	Library Members	630,000	687,000	724,000	
How are Calgarians better off?	Creating a sense of belonging	N/A	N/A	4.1	Users highly regard the Library's effectiveness at helping to create a sense of belonging in the community and a sense of making progress on personal growth goals (scale of 1 to 5)
	Achieving personal growth	N/A	N/A	3.9	

10. Briefly describe how your key results in 2019 contributed to Council approved strategies (As applicable.) For example: Calgary in the new economy: An economic strategy for Calgary; Calgary Heritage Strategy; Climate Resiliency Strategy; Resilient Calgary; Enough for All poverty reduction strategy; Cultural Plan for Calgary; Downtown Strategy; Foundations for Hope: Calgary's Corporate Affordable Housing Strategy; Open Spaces Plan; Recreation Master Plan; Sport for Life Policy.

Calgary In The New Economy

- In partnership with 10 different organizations, the Library delivered 24 small business workshops in 2019 with 833 registrants.
- The Library announced a new partnership with InceptionU to develop a not-for-profit coding training centre at Central Library. This included the delivery of free, public technology programs that were piloted in late 2019 and were well received, with one class having a 100-person wait list.
- The Library continued to work with tourism partners to support tourism initiatives and campaigns by profiling Central Library as a must-see destination and secure international and influential media coverage.

Enough For All Poverty Reduction Strategy

- Calgary Public Library continued as a key partner in the Community Hubs Collaborative. Calgary Public Library is an active member of both the Community Hubs at the Village Square Recreation Centre and Genesis Centre, where collaborative programming among partners is increasing.
- Fair Entry continued at Village Square Library and a pop-up took place at Central Library from June – August 2019.
- The Library provides support and feedback to the Community Action on Mental Health and Addiction initiative and the Social Wellbeing Advisory Committee.

Cultural Plan for Calgary

- Memorial Park Library continues to be a hub for cultural programming in partnership with local arts organizations. Over 450 programs drew more than 9,100 attendees to this newly designated national heritage site in 2019.
- Indigenous Placemaking was expanded to install two new pieces at Central Library and new installations at Signal Hill and Forest Lawn Libraries.
- Indigenous languages have long been underrepresented in literature — especially in children's books. To address this, the Library worked with aspiring Treaty 7 authors to publish 14 original children's books in their traditional languages. These books are now available through the system and are shared across Alberta.



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- The Library participates in the Cultural Leadership Council to steward and advise on the Cultural Plan for Calgary.

Downtown Strategy

- Activation of Central Library and hosting major events (NYE, Canada Day, birthday celebrations) drew over 1.6 million visitors to the new Central Library in 2019.
- A diverse range of Library events and third-party bookings make Central Library a vibrant destination. Last year, 586 events ranging from graduation ceremonies to fashion shows to author talks and more attracted 21,500 attendees.
- The Library is an active member of the 9 Block Program and is involved with the Future of Stephen Avenue project.

11. Did your organization receive any awards or recognition in 2019 that you want to highlight?

The opening of Central Library in late 2018 yielded many architectural and design distinctions in 2019, but there were also operational awards for the system. Below are a few highlights.

Central Library

Gold LEED Certification for Central Library
2019 Mayor's Urban Design Award for New Central Library
2019 The Calgary Award for Accessibility
2019 AIA / ALA Library Building Award, American Institute of Architects, The Central Library
2019 SEGD Global Design Awards, Merit Award for Wayfinding - The Central Library
2019 Fast Company's Innovation by Design Awards, Finalist in the Spaces, Places, and Cities

Operations

2019 Library of the Year, Library Journal, Special Mention
2019 Calgary White Hat Legacy Award
2018 Calgarian of the Year was awarded to Bill Ptacek, former CEO
2019 Fast Company's Innovation by Design Awards, Honorable Mention in the Learning category
2019 Best of Use of Social Media, Hashtag Awards, Finalist

12. CAPITAL AND ASSET MANAGEMENT (for Civic Partners managing City-owned assets)

Asset: The Library is the steward of 19 City-owned buildings, including 18 community libraries and the Central Library.

a) Provide a summary of your organization's 2019 capital work, including specific lifecycle/maintenance projects or new capital projects.

The Library's capital work included lifecycle projects at the following sites:

- Memorial Park Library
- Fish Creek Library
- Crowfoot Library
- Country Hills Library

These projects typically combine items that extend the useful life of the asset, such as roof re-finishing and elevator renewal, with items that are intended to improve the user experience, such as adding meeting spaces, or improving the efficiency of fixtures or operations.

b) What funding did your organization leverage to support capital activities in 2019?



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The majority of funding for the Library's capital program is provided by the City of Calgary through its Library Lifecycle Grant. For 2019, this grant provided \$2.024M, all of which was used in support of the Library's capital program.

COVID-19 UPDATE

13. Briefly describe the key impacts of COVID-19 on your operations to date.

The Library was ordered to cease physical access and services as of March 16, 2020. The Library quickly moved to further develop existing online services, including enhanced digital collections, expanded access to online learning, introduction of virtual programs, as well as expanding the Library Hotline remote phone, email and chat services to provide enhanced reference services and offer technical troubleshooting support.

Contactless service options, such as curbside holds pick-up was implemented in mid-May during closure, and then expanded to include book recommendation and selection services and book collection drop-off services to seniors' care facilities and day homes in August. These options provide service alternatives to Calgarians that may be at a higher risk for COVID-19 or prefer to reduce risk of exposure in general.

Library locations remained closed to the public until June 23, when a few select locations re-opened. All locations were re-opened at regular hours by July 20.

All locations continue to meter access, with capacity limits well below normally allowed levels. In-person services that involve groups of customers, such as programs, events and room rentals, remain largely prohibited at this time. Outdoor programming is being piloted and the Library continues to expand online programming options, including the transition of existing learning and enrichment opportunities as well as the development of new ones.

Children's programming and spaces have been significantly affected due to the challenges of physical distancing and the level of high-touch equipment required, such as toys.

14. What operational efficiencies did you implement to address the impact of COVID-19 up to September 1, 2020?

The Library initiated a temporary employee layoff after receiving the order to close. Approximately 75% of the Library workforce was affected. This action allowed the Library to return \$3 million to The City. Recalls began in mid-June and were complete by mid-July.

15. Were there any program or service changes made during the response to COVID-19 that you plan to integrate into longer term operations? For example, shifting some programming online, or modifications to your delivery model or operations.

At the onset of the pandemic, the Library explored and piloted a number of different online learning and program strategies, resulting in the establishment of a strong foundation that enables staff to transition existing programs and design new opportunities as needed to meet the needs of the community. Models include on-demand video content, one-on-one consultation and service, group learning and engagement, and live events. This investment in an online program infrastructure will address the needs of the community during the pandemic and provide additional options to support varied learner needs on a long-term basis.



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The Library intends to further invest and develop its knowledge and skills in developing high quality, interactive, virtual programming delivered with the involvement of staff, volunteers, and community partners. For example, in partnership with the City of Calgary Arts Centres, the Library recently piloted a take-home kit option to enhance learner engagement for children participating in an online arts program; this is a strategy we hope to expand on in the future, particularly in programs for children and families.

Innovations to circulation services include a range of contactless options, such as curbside holds pick-up, book selection services, and QR code checkout. These new elements provide an enhanced customer experience and position the Library well for any future service interruptions.

**COVID-19 Service and Impact Demand Update
Reporting for September 2020**

The following information is collected to align with City of Calgary report to Council on the current impact of COVID-19 on delivery of services and programs and may be shared with Council separately from the previous Civic Partner Annual Report Template content.

Service Impact:

Please choose the one option below that best describes the impact of COVID-19 on your programs or service in the month of September 2020.

<input type="checkbox"/>	Negligible	Minimal to no impact on service. Service is currently operating close to normal.
<input type="checkbox"/>	Minor	Continuing to provide programs and services but some coping strategies required – able to be addressed with existing strategies and resources.
<input type="checkbox"/>	Moderate	Some challenges on ability to achieve objectives. Some delay. Some aspects of the programs or service are only being met in part.
<input checked="" type="checkbox"/>	Significant	Difficulties to achieve objectives. Delays or notable aspects of objectives not completed. Falling well-short of normal operations.
<input type="checkbox"/>	Severe	Unable to meet normal objectives due to serious extended disruption. (e.g. full facility closure, major decrease in users)

Service Impact Narrative:

The impact of the pandemic on operations remains drastic with hundreds of programs cancelled or delayed into September. Community use of meeting rooms remains restricted and some spaces within locations remain closed, such as early learning play structures, large program rooms, and theatres.

Physical visits to Library locations have been growing and have now risen to approximately 50% of pre-pandemic levels in the first three months of operation after reopening. Other services continue to see a reduction in activity commensurate with lower visitation, and group programs and events continue to be severely restricted indoors, although some outdoor and virtual programming is being offered. Circulation of Library materials has recovered to approximately 80% of pre-pandemic levels and continues to grow.



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Mask use continues to be an area of concern. Compliance with the bylaw was initially very good, but over time, more customers seem intent on challenging the bylaw and our staff's attempts to encourage compliance.

A challenge remains how to provide as much public service as safely as possible, and Library leadership is committed to continually reviewing what services could continue to be offered in the event of future service interruption or widespread public health restrictions.

Current Demand for Service:

At this point in time, based on what you know right now, what is your best estimate of the current demand for your service compared to typical demand?

<input type="checkbox"/>	Demand is steady, largely business as usual.
<input checked="" type="checkbox"/>	Demand has increased notably.
<input type="checkbox"/>	Demand has decreased notably.

Service Demand Narrative:

Please provide a supporting narrative that describes how COVID-19 has impacted the demand on your programs or services for September 2020. This may include any new program or service impacts that your organization has faced in the past month.

While current public health restrictions may limit the range of public service, the Library continues to strive to meet existing and emerging urgent community needs

While in-person programming has been significantly limited, the Library is working to translate the Library experience to virtual platforms. For example, the annual Ultimate Summer Challenge children's program is a popular in-location program that had to move completely online due to COVID-19. Registration was down 81% from 2019, but it also proved an invaluable experience to test learning programs in advance of September. School supports and online learning are in increasingly high demand, even if only through virtual platforms.

While other partners and organizations may experience significant reductions in public program attendance and registration, the Library continues to experience modest, sustainable growth for online program registration and visitation. This includes new programming and supports for newcomers, small businesses, parents and caregivers, and readers.

Contactless borrowing service options such as curbside service and the implementation of public health measures in locations to allow in-person holds pick-up and browsing, have accelerated continuing recovery in the circulation of physical items. The Library is seeing a large increase in digital circulation and record uptake in the use of online courses.

The Library has recently implemented modified outreach services to day homes, Calgary Housing, and senior care facilities, but these supports remain limited at this time.

While locations remain under reduced capacity limits to support physical distancing, some libraries report daily line-ups for service and patron queries to the enhanced Library Hotline service come in regularly from email, chat, and phone.



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The Library will continue to deploy modified and / or existing programs as public health restrictions evolve with a steadfast commitment to the safety of Library staff and patrons.