

CIVIC PARTNER 2020 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

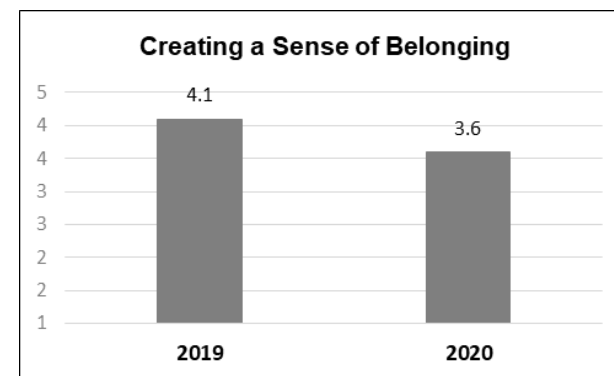
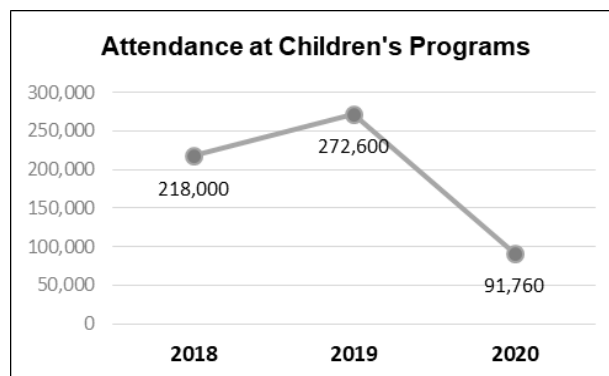
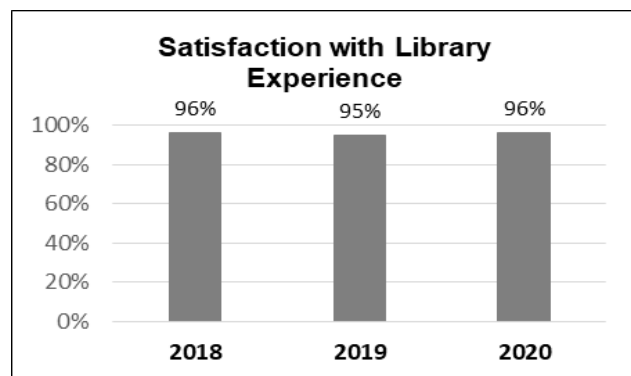
2020 City Investment

Operating Grant: \$50,327,719

Capital Grant: \$1,794,392

City owned asset? Yes

2020 Results



The story behind the numbers

- Continuing high levels of satisfaction indicate that the Library understands and effectively responds to evolving needs and circumstances. A modest drop in membership is connected to service disruption (location closures, limited in person programming).
- 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. Program delivery, outreach initiatives and visits to locations were dramatically reduced in 2020 because of service disruption and closure due to public health measures.
- 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). Service disruption and closures may have influenced this measure.

Current state 2021: COVID-19 impact

- From March 2020 to March 2021, Library locations were closed for in person service for more than 200 days. The Library provided virtual and contactless services during this time.
- As of April 8, 2021, all Library locations except Rocky Ridge offer curbside service for printing and holds pick-up. There are more than 220 virtual programs open for registration, digital circulation remains strong, virtual learning continues to be expanded in partnership with the Calgary Board of Education and Calgary Catholic School District, and outreach services such as drop-off collections are taking place with long-term care facilities, Calgary Housing, and dayhomes.

Service Impact: Significant (Difficulties to achieve objectives. Delays or notable aspects of objectives not completed. Falling well-short of normal operations.)

Current Demand for Service: Demand has increased notably



Calgary Public Library Board Civic Partner 2020 Annual Report

Organizational Structure: Legislated Body, Libraries Act (Alberta)

Fiscal Year: December 31, 2020

Related Subsidiaries or Foundations: Calgary Public Library Foundation

Manage/Operate City Owned Asset: Calgary Public Library network

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.

2020 RESULTS

2. What key results did your organization achieve in 2020 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 2020 with:

- Over 713,000 members
- Over 12.2 million circulations
- Over 3 million in-person visits and 5.3 million digital visits
- Over 1.6 million computer and technology uses
- Over 81,600 participants in programs and events
- Over 4,400 in-person and online programs were delivered

The Library also supports A Well Run City through its work to respond to the evolving public health restrictions brought by COVID-19 to provide as much public service as safely possible. Despite being closed to in-location service for more than 140 days in 2020 due to public health restrictions, many of the Library's core programs and services were modified to meet community need, while also supporting economic recovery through skill development, access to technology, and career search support.

The closure of locations also presented an opportunity to invest in the rejuvenation of community libraries. In 2020, the Library made improvements in a number of libraries across Calgary, ranging from improved early learning spaces, adding study spaces and accessibility features, and increasing the efficiency of staff work areas.

3. **Briefly describe how your key results in 2020 contributed to Council approved strategies (Select up to three that are most 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; Calgary's Corporate Affordable Housing Strategy; Open Spaces Plan; Recreation Master Plan; Sport for Life Policy.

<i>Calgary In The New Economy</i>	<ul style="list-style-type: none"> • In partnership with six different organizations, the Library delivered 17 small business workshops in 2020 with 494 registrants. • Over 150,500 online learning sessions were accessed for a wide range of skills development. • Delivered a range of career and job support programs in partnership with Alberta Works, Bow Valley College, CPA Canada, Career Development Association of Alberta and the City of Calgary Youth Employment Centre. • The Library works with Calgary Economic Development to support Alberta Film and Television opportunities and was able to accommodate multiple regional and international filming requests at Central Library.
<i>Enough For All Poverty Reduction Strategy</i>	<ul style="list-style-type: none"> • Wellness Desk launched at Central Library in partnership with Wood's Home and offered face-to-face, walk-in mental health and addictions through 52 sessions with 48 unique clients from October 6 to December 3. Due to COVID-19 restrictions, the Eastside Community Mental Health Services (ECMHS) of Wood's Homes moved to providing remote support through phone, text, and chat to additional clients before year-end. • Calgary Public Library is an active member of both the Community Hubs at the Village Square Recreation Centre and Genesis Centre. This past year, the Library through Community Hubs worked to support the community through information sharing and as a hub for PPE. • The Library provides support and feedback to the Community Action on Mental Health and Addiction initiative and the Social Wellbeing Advisory Committee.
<i>Cultural Plan for Calgary</i>	<ul style="list-style-type: none"> • Library staff completed 1,962 hours of diversity and inclusion professional development and training, including the Four Seasons of Reconciliation program with First Nations University and various programs in partnership with the Canadian Centre for Diversity and Inclusion. • During closure, the Library developed a series of Treaty 7 Storytime videos, featuring local Indigenous authors and created teaching supports like the Treaty 7 Land Acknowledgement for Children instructional video. These videos have amassed nearly 25,000 views on YouTube alone. • The Elder's Guidance Circle service was transitioned into a virtual environment in the fall, with Elders available to meet with individuals and school groups to support learning about Indigenous culture and language. In addition, the Library launched an Elders Storytelling series in 2020, hosting six online sessions with Elders from Treaty 6 and 7 who shared cultural and creation stories with 90 participants. • The Library introduced three new residency programs in 2020: The Composer in Residence, Songwriter in Residence, and Storyteller in Residence. • Richard Van Camp, the Inaugural Storyteller in Residence, worked with the Library to launch the Pieces of the Pandemic project, which captured and shared the stories and experiences of Calgarians during the pandemic. • The Library participates in the Cultural Leadership Council to steward and advise on the Cultural Plan for Calgary.

<i>Downtown Strategy</i>	<ul style="list-style-type: none"> • Full activation of Central Library was not possible throughout the entire year, but despite service disruptions and closures, Central Library had more than 480,000 visits. • A diverse range of Library events and third-party bookings made Central Library a vibrant destination for the first part of 2020. Last year, 103 events were held before March 2020. • The Library is an active member of the Coordinated Safety and Security Program and is involved with the Future of Stephen Avenue project.
--------------------------	--

4. Using the chart below, please report your 2020 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	2018 results	2019 results	2020 results	What story does this measure tell about your work?
How much did you do?	Attendance at Children's Programs	218,000	272,600	91,760*	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. Program delivery, outreach initiatives and visits to locations were dramatically reduced in 2020 because of service disruption and closure due to public health measures.
	Attendance at Adult Programs	42,000	47,000	16,264	
	Library Visits	6,950,000	7,694,000	3,081,000	
How well did you do it?	Satisfaction with Library Experience	96%	95%	96%	Continuing high levels of satisfaction indicate that the Library understands and effectively responds to evolving needs and circumstances. Modest drop in membership is connected to service disruption (location closures, limited in person programming).
	Library Members	687,000	724,000	713,000	
How are Calgarians better off?	Creating a sense of belonging	N/A	4.1	3.6	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). Service disruption and closures may have influenced this measure.
	Achieving personal growth	N/A	3.9	3.4	

**Includes in-person and virtual programs.*

5. Briefly describe the key impacts of COVID-19 on your operations in 2020.

The Library was ordered to cease physical access and services as of March 16, 2020.

During the initial closure, the Library quickly moved to expand virtual 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. The Library Hotline responded to more than 112,500 questions in 2020. The Library also worked collaboratively with Calgary Neighbourhoods and community partners to loan over 400 laptops to students and newcomers requiring technology.

In April, due to the closure of locations and cancellation of in-person services and hundreds of programs, the Library implemented a temporary lay-off that affected approximately 75% of staff, the majority of which were frontline positions.

Contactless service options, such as curbside holds pick-up were 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 continue to provide service alternatives to Calgarians that may be at a higher risk for COVID-19 or prefer to reduce risk of exposure in general.

The quick development and launch of these services during the initial closure provided a roadmap to bring employees back from temporary layoffs, beginning with a voluntary callback in May.

Library locations remained closed to the public until June 23, when a few select locations re-opened. By July all temporarily laid off staff were back at work and all locations were re-opened at regular hours by July 20. All locations operated with reduced capacity to support physical distancing and inhibit gatherings. In-person services that involve groups of customers, such as programs, events and room rentals, were mostly prohibited or heavily restricted.

Libraries across North America also had to manage uncertainty around materials quarantine. Throughout 2020, industry research was undertaken to understand the potential transfer of COVID-19 through the circulation of physical materials. Pending the outcome of this research, the Library followed a 72-hour quarantine process out of an abundance of caution. However, this quarantine process created additional wait times for materials and impacted staff resources.

On December 12, all Calgary Public Library locations were once again closed by provincial order and due to previous training and experience, the Library was able to quickly pivot to virtual and contactless services, while also introducing new and expanded services like Borrow a Computer and Curbside Printing pick-up before year-end.

6. Are there any program or service changes made in 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.

The challenges of COVID-19 remain considerable, but the Library's steadfast commitment to providing as much service as possible created space for accelerated innovation and real-time problem solving. Many of the technology and service innovations will have long-term impact and value to the community for years to come.

The Urban Libraries Council (ULC) announced Calgary Public Library as one of 10 Top Innovators in fall 2020. The annual Innovations award program recognizes and raises the visibility of cutting-edge programs, strategies, tools, techniques, and ideas from ULC's member library systems across the U.S. and Canada.

The Library's Design Thinking Approach to Crisis Response was selected by a panel of expert judges from 260 submissions in 10 categories that showcase creative thinking and imaginative applications of library resources. The Library won in the category of Organizational Change and Strategic Management, with award winners being recognized for their level of ingenuity, the outcomes achieved and the ability for other libraries to adapt and implement their work.

The Library had to respond to the crisis and ensure a continuity of service, but also position the organization for the future. With a unique operational structure in place to prioritize design thinking, the Library was able to quickly pivot in the face of COVID-19 and employ the fundamentals of this approach to respond to community needs during the pandemic, create a safe and rapid path to reopening, and launch long-term service innovations.

Some of the new programs and services expanded and / or developed in 2020:

- Online programming infrastructure

- Curbside services (holds and printing pick-up)
- Expanded school age supports and resources
- Librarian On-Call Service to pair educators / school administrators with Library staff
- Library Hotline (phone, chat and email customer service platform)
- Borrow a Computer device lending across Calgary
- Deposit collections (long term care, dayhomes)
- Build a Book Bag reader advisory service
- Live streaming major events on existing and new platforms (Facebook, Zoom, Teams)
- Three new equity, diversity and inclusion staff training modules deployed system-wide
- Library at Home content series
- QR code checkout

Contactless services such as curbside pick-up were initially viewed as a temporary service during closure, but quickly gained popularity and remained even when locations reopened. This service also benefitted from the development of Build a Book Bag in the summer. Members could receive a custom book bag, full of titles selected by our trained staff just for them based on a brief online form.

The rapid implementation of multiple supports allowed Calgary Public Library to safely pivot and reopen services to address immediate needs, while establishing infrastructure that will enhance services long-term. The Library provided insight and knowledge to dozens of other library systems, including health and safety measures, communication methods, reopening models, and new service ideas.

7. Briefly describe any quality improvement changes or operational efficiencies your organization was able to achieve in 2020.

Ultimately in 2020, the Library was solely focused on the health and safety of our employees and visitors. The level of service disruption was considerable and had negative impacts on community members across the city.

But through a commitment to meeting urgent community needs through innovation, the Library was able to develop new services that will likely increase the reach of the Library and reduce barriers for long-term. The Library was able to build capacity to deliver virtual programs, establish sustainable hybrid programming models, and harness technology to support connectivity.

The year also provided the opportunity to develop remote working models for employees, invest in staff training and professional development, and use facility “downtime” for capital improvements.

8. Briefly describe some success stories in 2020 that demonstrates how your organization worked in partnership with other community, private or public organizations to achieve shared results for Calgary and Calgarians.

The last year brought unprecedented challenges, but also an opportunity for innovation to meet urgent and evolving community needs in the face of COVID-19. Partnership is a key component to addressing needs in our community. Below are a few highlights:

Bridging the Digital Divide

Working with the City of Calgary and multiple community partners and agencies, the Library loaned 400 Chromebooks to individuals in need within the city and on-reserve lands at the onset of the pandemic in April 2020. This initial lending pilot led to the design and development of a sustainable program – Borrow a Computer – which now provides all Library members with an option to borrow a Chromebook or Windows laptop to support access to online programs, online learning and / or social connection.

Community Outreach

Delivering Library materials into the community was a crucial support for Calgarians in self-isolation and experiencing other barriers. Deposit collections were delivered to seniors in continuing care centres and long-term care residences (Libraries In Residence), and dayhomes (Story Truck) and daycares. In addition, Library staff pivoted the Library Month at Your Daycare / Dayhome program to offer virtual storytime sessions for groups from September to December.

Supporting Community Health and Wellness

Through community partnerships, the Library was able to provide one-on-one support and consultation services for Calgarians to support them in accessing essential services and resources during the pandemic. This included working with Bow Valley College to provide personalized career supports and online job skill workshops.

The Library also worked with Wood's Homes to provide in-person and remote mental health support to those confronting mental health and addictions challenges. This program was funded by the City of Calgary's Change Can't Wait grant.

The Library was also able to respond to evolving needs by providing an increase of mental health and wellness resources and programming, in partnership with various groups such as the University of Calgary, Alberta Health Services, and more.

RESOURCES

9. Please estimate how The City's operating funding was allocated in 2020. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.

60%	Staff compensation, development and training
13%	Collection materials and services
15%	General operating
9%	Building and equipment
3%	Occupancy costs

10. Did volunteers support your operations in 2020? If yes:

How many volunteers?	2,465
Estimated total hours provided by volunteers:	25,644

11. What resources or funding sources did your organization leverage to support operations in 2020?

The City of Calgary Operating Grant represented 84% of revenues in 2020. Other sources of revenue were:

- Alberta Government 12%
- Miscellaneous grants and sponsorships 2%
- All other sources 2%

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

In 2020, more than 2,400 volunteers contributed 25,644 hours. Valued at the industry standard wage, this represents a value of \$811,889. 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.

12. Did your organization receive any awards or recognition in 2020 that you want to highlight?

Central Library

2020 Architecture Awards by the American Institute of Architects (AIA) for Central Library
Gold LEED Certification for Central Library

Operations

2020 Urban Libraries Council Innovations Award for Organizational Change and Strategic Management for Design Thinking Approach to Crisis Response
2020 Disability Employment Awareness Month (DEAM) Employer Award from Inclusion Alberta
2019 The Calgary Award for Accessibility

13. 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 2020 capital work, including specific lifecycle/maintenance projects or capital projects.

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

- Memorial Park Library
- Fish Creek Library
- Judith Umbach Library
- Country Hills Library
- Louise Riley 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. In addition, the Library replaced aging vehicles that support outreach services and technical support operations.

b) What funding did your organization leverage to support capital activities in 2020?

The majority of funding for the Library's capital program is provided by the City of Calgary through its Library Lifecycle Grant. For 2020, this grant provided \$3.174M, all of which was used in support of the Library's capital program, including some that was deferred to 2021 because of pandemic-related supply constraints.

14. CURRENT STATE: COVID-19 MARCH 2021 UPDATE

The section focuses on the impact of COVID-19 in the month of March 2021, to provide a snapshot of your organization's current state.

Impact

Please choose the one option below that best describes the impact of COVID-19 on your programs or service in March 2021.

<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)

Impact Description:

Please briefly describe how your programs and services were impacted in March 2021.

From March 16, 2020 to March 31, 2021, Library locations experienced two closures that prevented in-location service for more than 200 days. The Library was able to provide virtual and contactless services for almost all of those effected days, through a commitment to providing as much public service as safely possible.

Overall the organization has met the challenges of COVID-19 and has remained committed to continuing to meet community needs, however due to the reactive cycle of public health restrictions, the Library is still hindered in program and service planning beyond a 30-day cycle due to uncertainty related to potential service disruption.

As of April 8, 2021, all Library locations with the exception of Rocky Ridge are providing curbside service for printing and holds pick-up, there are more than 220 virtual programs open for registration, digital circulation remains strong, virtual learning continues to be expanded in partnership with the Calgary Board of Education and Calgary Catholic School District, and outreach services such as drop-off collections are taking place with long-term care facilities, Calgary Housing, and dayhomes.

However, any closure of locations highlights critical community needs that we are unable to address due to barriers beyond our control. These include:

- Digital barriers and equity concerns for adequate devices and technology access for members of the community.
- Community members that are isolated and unable to access important resources and supports, including mental health intervention.
- Community partner access to bookable space in Library locations to deliver their own virtual programming.

Current Demand for Service:

What is 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.