

CIVIC PARTNER 2021 ANNUAL REPORT SNAPSHOT- THE CALGARY PUBLIC LIBRARY BOARD

ISC:UNRESTRICTED

**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

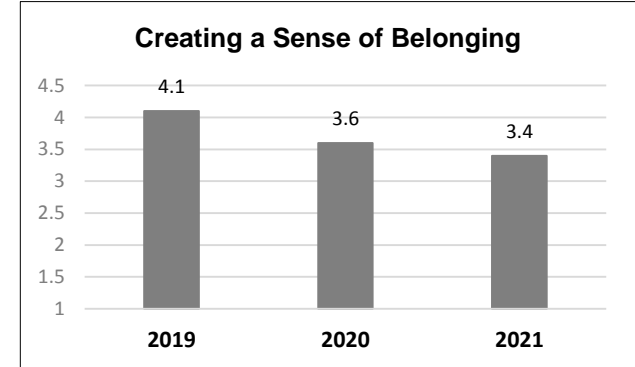
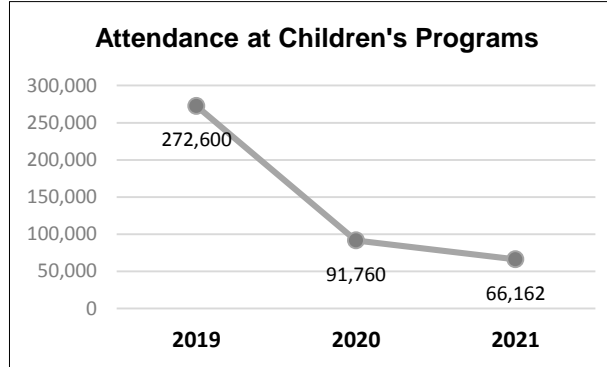
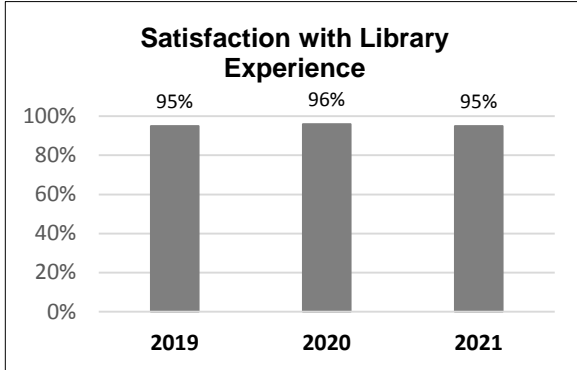
**2021 City Investment**

**Operating Grant:** \$53,627,720

**Capital Grant:** \$2,165,988

City owned asset

**2021 Results**



**The story behind the numbers**

- High levels of satisfaction reflect that the library continues to understand and effectively respond to the evolving needs of Calgarians and their circumstances.
- The Library continued to adapt delivery of children's programs, with the majority of offerings being virtual in 2021 due to public health measures and service disruptions.
- The Library continued to foster a sense of belonging in the community (measured on a scale of 1 to 5) with scores this year impacted by service disruption, community well-being concerns and the impacts of the pandemic.

**Impact of COVID-19**

In 2021, Library locations operated at 93 per cent of regular service hours, and included a modified service model with curbside and contactless options when location access was limited by health restrictions. On-site programming, outreach, and location capacity were also severely limited due to restrictions.

**Advancing Equity, Diversity and Inclusion**

The Library made a public commitment to equity, diversity and inclusion, expanded the annual staff survey and measured results against global benchmarks, and created a new Diverse and Inclusive Service Design Lead role. The Library also provided mandatory training for leaders on unconscious bias, offered cultural awareness learning, including making the *Four Seasons of Reconciliation* training compulsory for all staff.



## 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 our city strives 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.

## 2021 RESULTS

2. **What key results did your organization achieve in 2021 that contributed to one or more of the [One Calgary Citizen Priorities](#), or contributed to Council-approved strategies such as *Calgary in the New Economy: An economic strategy for Calgary*, *Calgary Heritage Strategy*, *Cultural Plan for Calgary*, *Corporate Affordable Housing Strategy*, or other strategy.**

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 2021 with:

- 723,000 active members
- 14 million circulations (5 million digital | 9 million physical)
- 2.1 million in-person visits and 10.6 million calgarylibrary.ca visits
- 358,000 curbside holds picked-up
- 1 million print and copy jobs
- Nearly 60,000 online program participants
- 116,000 free online learning courses taken
- 3,000 computers borrowed

The Library supported A Well Run City through its work to respond to the ongoing public health implications due to COVID-19 and to continue to provide as much public service as safely possible. The Library also responded to the impacts of the mental health and addiction crisis that was compounded by the pandemic and the continued economic downturn through the expansion of mental health supports and programs.

The Library's 21 locations operated at 93% of regular service hours in 2021. These hours included a modified service model that covered periods where public service was limited to curbside and contactless options though overall, the Library still offered more in-location access and in-person services than in 2020.

In 2021, the Library made improvements in several libraries across Calgary. These improvements ranged from basic cosmetic lifecycle painting and carpet upgrades to complete library renovations. Renovations included major re-partitioning, improved lighting and ventilation systems, streamlined user-friendly shelving layouts, improved traffic flows and enhanced customer services provided by new main service / welcoming service points.

**3. Using the chart below, please report your 2021 performance measures that demonstrate: how much you did, how well you did it, and how Calgarians are better off.**

	Performance Measure Name	2019 results	2020 results	2021 results	What story does this measure tell about your work?
<b>How much did you do?</b>	Attendance at Children's Programs	272,600	91,760*	66,162	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 2021 because of service disruption and closure due to public health measures, with the majority of programs being virtual.
	Attendance at Adult Programs	47,000	16,264	25,373	
	Library Visits	7,694,000	3,081,000	2,247,318	
<b>How well did you do it?</b>	Satisfaction with Library Experience	95%	96%	95%	Continuing high levels of satisfaction indicate that the Library understands and effectively responds to evolving needs and circumstances.
	Library Members	724,000	713,000	723,766	Membership returned to pre-pandemic levels, despite continued service disruption (location closures, limited in-person programming, etc.).
<b>How are Calgarians better off?</b>	Creating a sense of belonging	4.1	3.6	3.4	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, community well-being concerns, and the impacts of the pandemic may have influenced measures related to personal outcomes.
	Achieving personal growth	3.9	3.4	3.5	

*\*Includes in-person and virtual programs.*

**4. Briefly describe any key impacts of COVID-19 on your operations in 2021.**

The year began with the continued closure of all locations as part of provincial health restrictions. While virtual and curbside services continued, the closure of physical locations did trigger the temporary lay-off of casual, substitute staff that lasted until March 2021.

The closure of physical locations was a concern due to the growing community need for in-person services essential to daily life. Recognizing this, Calgary Public Library partnered with Edmonton Public Library to request that the Province reopen public libraries within Step 2 of the Government's Path Forward Roadmap in March 2021. All locations were reopened as of March 10 and quickly returned to regular hours.

Locations had many guidelines and restrictions in place, including no on-site programming or events, limited capacities, limits on the duration of visits and in-location services such as room bookings.

Due to an increase of cases in the community, locations were closed again by provincial order as of April 7. The Library was able to quickly return to a modified service model, offering virtual services and programs, in addition to curbside printing and holds pick-up.

As the Province initiated its Open for Summer Plan, libraries reopened on June 14, and in-location services were able to expand in July to provide outdoor programming, increased location capacity, and access to Early Learning Centres.

The uncertainty of shifting public health guidelines and restrictions created a challenging environment in which to serve the public. While services were quickly modified and new innovations reduced barriers, the Library's staff witnessed the pressures of the ongoing pandemic on the community.

Getting Library materials and support to community members at risk for social isolation was also a priority for outreach librarians and staff, although it was limited at various times throughout the year. Restricted opportunities for outreach services and deposit collections directly impacted the Library's ability to provide library service to vulnerable segments of the community, including senior care facilities, children in day homes, children in Calgary Housing, newcomer partner agencies, and more.

IT, Facilities, and Collections also felt supply chain issues as suppliers struggled to provide required resources that ranged from computers to automated Chromebook lockers to PPE to delivery of physical reading materials.

**5. Briefly describe any quality improvement changes or operational efficiencies your organization was able to achieve in 2021.**

With a greater dependency on technology, the Library recognized the importance of data optimization and preparing for the future. Foundational work was completed on data modernization to move the organization's data repository to the cloud and update data architecture to use the latest technologies. The updated environment will enable the use of Artificial Intelligence (AI) based systems and tools to aid in better data analysis. The IT team continues to look for efficiencies and opportunities, while remaining diligent in protecting privacy and practicing a layered approach to mitigate cyber-security threats.

To respond to digital equity concerns, the Library expanded its Borrow a Computer program and moved more devices into targeted communities through partnerships. The program was also expanded to include Wi-Fi hotspot lending.

Concerns around socialization and school readiness also led to important work with the school boards and new Welcome to Kindergarten programs and supports, including outreach to Calgary Housing and dayhomes.

Build a Book Bag was a service innovation in early 2021 to expand curbside offerings in the face of closure, with 17,780 curated book bags created for members of all ages last year. Library Hotline continued to be essential, and staff responded to 147,891 queries via chat, email, and phone through the service in 2021.

An in-house Production Team was piloted in 2021 to respond to the growing need for expanded online programming and learning resources in new formats. This team provided training and equipment access to staff across the system and to a range of community and programming partners who might not otherwise have the capacity or resources to provide quality virtual programming.

Mental health and wellness continue to be important community concerns. The Library's Wellness Desk provides access to mental health and wellness providers for vulnerable Calgarians confronting mental health and addictions challenges on Library premises. This service is delivered in partnership with Wood's Homes (on-site social workers and service providers). Following an initial pilot at Central, the service was expanded to Crowfoot Library in early 2021 to bring more family and youth supports into the community.

The Library continues to see public interest in Indigenous cultural programming and growing demand for more learning resources related to Reconciliation. The Elders' Guidance Circle is an impactful service that was made available virtually in 2021. Following months of digital literacy learning and support for Treaty 7 Elders, the Elders' Guidance Circle began taking online bookings for one-on-one sessions related to cultural guidance and Indigenous education. These personal sessions were also incredibly impactful for those experiencing intergenerational trauma related to residential schools.

**6. Did your organization implement any strategies or approaches in 2021 that supported racial equity in the delivery of programs or services?**

In 2021, the Library committed to foundational work to better understand its path forward as it creates and maintains an environment of equity, diversity, inclusion, and dignity in all spaces and aspects of its community role.

The Library identified relevant global benchmarks related to EDI, and the annual all-staff survey was also expanded in 2021 to include census data fields to support benchmarking efforts.

Library leadership completed multiple sessions to ideate on the organization's internal and external priorities related to this work and put forward a brief and draft commitment statement for Board review and employee feedback. This public commitment will inform future work and maintain accountability.

**CALGARY PUBLIC LIBRARY'S COMMITMENT TO EQUITY, DIVERSITY, AND INCLUSION:**  
Everyone should be able to realize their potential at Calgary Public Library. Everyone has a right to feel respected, safe, and included within the Library and community. To ensure that, we must work to eliminate societal barriers to full inclusion in programs, services, internal operations, and institutional culture. We have a responsibility to create and maintain an environment of equity, diversity, inclusion, and dignity in all spaces we occupy and in all aspects of our community role. We continue to listen, learn, and act in collaboration with the City of Calgary and community partners.

**7. Did your organization implement any further changes to strategies, programs or services in 2021 to address equity, diversity or inclusion?**

The Library continued its partnership with the Canadian Centre of Diversity and Inclusion (CCDI) to provide mandatory training for all leaders on unconscious bias. The Library also offered more cultural awareness learning opportunities, including making the Four Seasons of Reconciliation training compulsory for all employees.

The Library created a new role dedicated to developing inclusive services and partnerships while reviewing existing offerings and programs. The new Diverse and Inclusive Services Design Lead, is well-positioned to help the Library apply a diversity and inclusion lens to the design and implementation of strategies, programs, and services for the public and design system-wide programs services that foster a sense of empathy and understanding.

The Employee Engagement Action Team (EEAT) was formed in late 2020 and completed an ambitious workplan in 2021. Comprised of a group of employees representing diverse organization levels and areas, including CUPE and MASSA, front of house and back of house, and varied tenures with the organization, the team is dedicated to supporting engagement across the system and at all levels. Key work in 2021 included a review and refresh of staff recognition, providing leadership with feedback on strategic initiatives through diverse perspectives, creating a network of employee engagement champions at all locations to support staff engagement and connection, and highlighting areas requiring further work. Areas include anti-racism initiatives, mentorship opportunities, and prioritizing equity, diversity, and inclusion initiatives for staff and the public.

**8. Briefly describe how your organization worked in partnership with other community, private or public organizations to achieve shared results for Calgary and Calgarians in 2021.**

The Library maintains hundreds of partnerships locally, regionally, and internationally to provide Calgarians with the best public library service possible. Below are a few highlights:

The Library continues to work closely with the Urban Libraries Council on urgent issues that impact major libraries across North America and sits on the Digital Equity Action Team and the Anti-Racism Action Team.

The Library worked with the Calgary Public Library Foundation in 2021 to launch the My First Bookshelf program. My First Bookshelf, in partnership with Dolly Parton’s Imagination Library, is a program that delivers one free book each month to children from birth to age five. In 2021, more than 2,000 children received free books to begin their own at-home library and support literacy development.

School-age supports were a critical area for the Library in 2021 and in the future. The Library continued to have strong partnerships with the Calgary Board of Education and the Calgary Catholic School Society. The Library directed additional resources for in-home learning supports and increased outreach to educators in Calgary and surrounding areas.

A new partnership with Calgary Stampede brought Indigenous Family Storytime and Library staff into the Elbow River Camp for Stampede 2021. Free, daily programming included storytimes featuring titles from the Library’s Treaty 7 Language children’s book series and highlighted Library services and programs.

Partnerships with post-secondary institutions, particularly University of Calgary, brought a variety of learning and enrichment opportunities for adult and youth learners, including a teen writing program that saw teen authors create and publish their own book using Pressbooks. The Library also supported the University of Calgary in offering impactful learning opportunities in recognition of the first National Day for Truth and Reconciliation and hosting the Decolonizing the ELA Classroom series for educators and community members.

The Job Desk service, offered in partnership with Bow Valley College, was modified to provide virtual and in-person service options and reached over 950 job seekers.

The Library also further developed its partnership with Edmonton Public Library on several programs in 2021. The Human Rights and Holocaust Education initiative, in partnership with Calgary Jewish Foundation and Edmonton Jewish Foundation, aims to increase awareness and understanding of key human rights issues and concerns, including the Holocaust, through presentations and living stories. Alberta’s largest libraries also worked together to bring more Reconciliation education programs into schools through the new Napi’s World virtual learning program.

**RESOURCES**

**9. Please estimate how The City’s operating funding was allocated in 2021. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.**

<b>63%</b>	Staff compensation, development and training
<b>12%</b>	<i>Other, please name: Collection materials and services</i>
<b>14%</b>	<i>Other, please name: General operating</i>
<b>8%</b>	<i>Other, please name: Building and equipment</i>
<b>3%</b>	<i>Other, please name: Occupancy costs</i>

**10. Did volunteers support your operations in 2021? If yes:**

<b>How many volunteers?</b>	1,502
<b>Estimated total hours provided by volunteers:</b>	7,400

**11. What resources or funding sources did your organization leverage to support operations in 2021?**

The City of Calgary Operating Grant represented 86% of revenues in 2021. Other sources of revenue were:

- Alberta Government 11%
- Miscellaneous grants and sponsorships 2%
- All other sources 2%

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

In 2021, more than 1,502 volunteers contributed 7,400 hours. Valued at the industry-standard wage, this represents a value of \$211,196. 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 2021 that you want to highlight?**

No awards were received in 2021.

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

**Asset:** Calgary Public Library operates 21 public libraries and 2 administrative sites. 19 of these sites are City-owned, including 18 community libraries and the Central Library.

**a) Provide a summary of your organization’s 2021 capital work, including specific lifecycle/maintenance projects or capital projects.**

The 2021 capital plan included lifecycle projects at the following sites:

- Country Hills Library
- Giuffre Family Library
- Memorial Park Library
- Seton Library
- Saddletowne Library
- Signal Hill Library

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

The Library completed projects with a total cost of \$1.52M (Giuffre 0.24M; Signal Hill 0.53M; Memorial 0.38M; Country Hills 0.07M; Seton 0.3M) in 2021, which was less than planned. The work schedule was negatively impacted by pandemic-induced work restrictions and delays in the delivery of related supplies and fixtures. Projects that are continuing into 2022 include renovations at Saddletowne and Shawnessy libraries.

**b) What funding did your organization leverage to support capital activities in 2021?**

The City of Calgary provides the funding for the Library's capital program through its Library Lifecycle Grant. For 2021, this grant provided \$2.869M, all of which was used in support of the Library's capital program, including some funds deferred to 2022 because of pandemic-related constraints and delays.