

CALGARY PUBLIC LIBRARY BOARD

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

Vision: Potentials realized.

Service Line: Library Services

Registered Charity

2024 City Investment

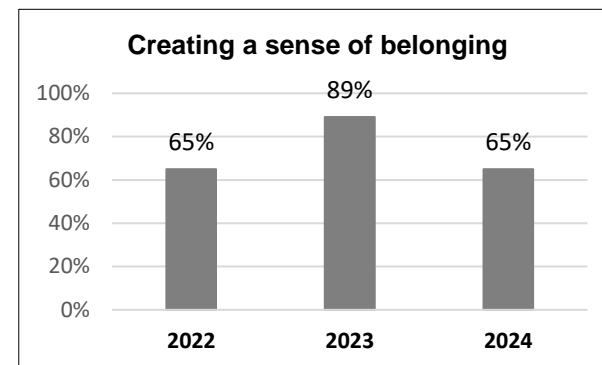
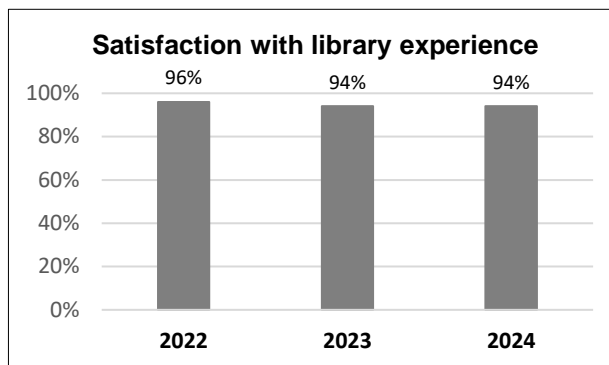
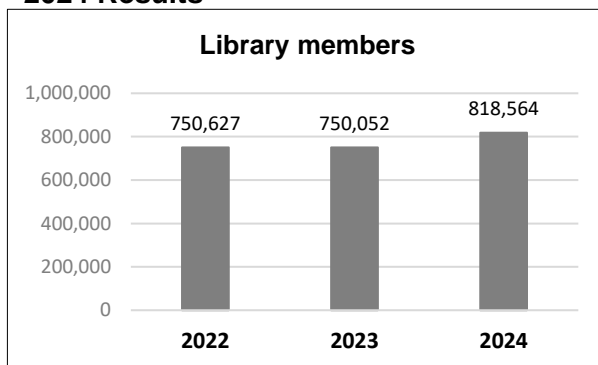
Operating Grant: \$58,115,701

Operating Grant: \$883,370 (one time)

Capital Grant: \$5,272,046

City owned assets

2024 Results



The story behind the numbers

- Membership numbers reached an all-time high in 2024 as innovative programming such as *Prototype: Skyview* a “digital-first” branch support granted greater access for diverse populations to digital equity and technology services.
- Continued high levels of satisfaction indicate that the Library understands and effectively responds to evolving needs of Calgarians.
- Users highly regard the Library’s effectiveness in helping create a sense of belonging in the community and supporting personal growth.

Benchmarks

- In the past, the Library benchmarked its results through Municipal Benchmarking Network Canada. As most comparator municipalities and libraries are no longer participating in this program, the Library is developing future benchmarks with the Canadian Urban Libraries Council.
- The Library uses 12 key performance indicators in a Strategic Scorecard and Risk Register to assess and evaluate service performance.

Looking ahead: 2025 highlights

- Scaling up operations to keep pace with the expected openings of new locations in Belmont (2027), Walden (2027) and Symons Valley (2028).
- Improve Crowfoot, Judith Umbach and Louise Riley libraries through facility renovations and adding new Early Learning Centres to Louise Riley and Signal Hill libraries.



**Calgary Public Library
2024 Civic Partner Annual Report**

Civic Partner Name: Calgary Public Library Board
Legal Structure: Legislated Body, Libraries Act (Alberta)
Fiscal Year: December 31
Manage/Operate City Owned Assets: Yes

Mission/Mandate: The Calgary Public Library's vision, mission, and values speak to the Library's role as a community hub where everyone belongs. 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 Equity, Curiosity, and Collaboration, the Library is committed to removing barriers and increasing access to information in all its forms to support a successful future for Calgary. Literacy and learning live within each of our 22 libraries, and we continue to grow our reach and impact each day.

1. What 3-5 key results did your organization achieve in 2024 that contributed to:

- a) One or more [Council Strategic Directions](#)- economic resilience, social resilience, climate resilience?

The Library Services service line directly impacts all Council Strategic Directions as well as Calgary Public Library's own Strategic Plan. The Library provides over 550,000 square feet of public library space across Calgary, with another 35,000 to be added before 2028. These highly accessible and welcoming spaces utilize facility improvement with sustainability in mind and provide refuge from extreme weather.

Our active physical and digital environments encourage shared space and increased understanding amongst community members of all backgrounds and experiences. Our ability to connect community members to a wide range of programming, resources, and helps everyone to realize their potential and build a successful and equitable future for all Calgarians.

Key results in 2024 that reflect these achievements include:

- 818,564 active members
- 132,059 new members
- 58 per cent of Calgarians are active Library members
- 15.1 million circulations (5.6 million digital | 9.1 million physical)
- 7.05 million in-person visits
- 1.2 million Wi-Fi sessions
- 666,650 computer and Chromebook sessions
- 16,416 programs delivered
- 2.34 million print jobs completed
- 93 community meeting rooms booked 84,243 times
- 87,246 free online learning courses taken
- 49,318 online program participants

b) Your own organization's strategy?

With our 2023-2026 Strategic Plan to guide us, the Library is preparing to scale up operations and open four new locations in the coming years. At the end of 2024, the Library had its highest circulation in over 113 years — over 818,000 members — and we continue to show the undeniable relevance and impact of libraries.

2. Performance measures help demonstrate the return on The City's investment in a partner's operations, and support continuous improvement. What performance measures reflect your organization's impact in 2024?

	Performance Measure Name	2022 results	2023 results	2024 results	How does this measure reflect your organization's impact?
How much did you do?	Attendance at Children's Programs	120,346	329,390	255,182	Early literacy programs and learning improve school readiness, one of the leading indicators of success later in life.
	Attendance at Adult Programs	49,909	30,936	25,035	In-person program delivery and outreach increased over 2023. Fewer large-scale online events and reduced program participation due to the cybersecurity incident and recovery period contributed to a decline in overall program attendance.
	Library Visits	4,935,304	6,743,371	7,050,444	Overall visitation increased 4% over the previous year, despite reduced visitation in Q4 2024 following the cybersecurity attack and recovery period.
How well did you do it?	Satisfaction with Library Experience	95%	95%	94%	Continuing high levels of satisfaction indicate that the Library understands and effectively responds to evolving needs and circumstances.
	Library Members	750,627	750,052	818,564	Membership levels reached an all-time high in 2024.
How are Calgarians better off?	Creating a sense of belonging	60%	65%	65%	Users highly regard the Library's effectiveness in helping to create a sense of belonging in the community and supporting progress on personal growth goals (percentage of favourable responses). Values decreased throughout the pandemic, highlighting the social impacts experienced by many. These measures have been steadily increasing over recent years and are the highest they have been since 2019.
	Achieving personal growth	52%	69%	73%	

3. Are there any additional stories or information you wanted to share beyond performance measures that demonstrate the impact of your organization's programs or services?

In 2024, active Library membership rose to over 818,000, or 58 per cent of all Calgarians. This represents the most widely used amenity in Calgary.

Every day, approximately 20,000 people visit their local library in Calgary. Within these visits are seemingly small moments of service that have the power to transform lives. The Library asks locations to share impact moments in monthly reporting. These stories are then shared across the system and through Library Board Reports. Below are just a few of the impact moments we experienced in 2024:

The Book Truck regularly visits the Applewood Calgary Housing Company and Outreach team members regularly receive appreciative cards from the children there. In addition to several holiday cards, we recently received the following thanks from our partners at Calgary Housing:

"You have contributed to nurturing and strengthening the overall wellness of the children that attend your programs during those peak hours after school, social integration of individuals and families, supported with community events in some way, overall safety, and wellbeing of families in the complex, and have contributed to our goal for a safe and vibrant community."

Piitoayis Family School is a Calgary Board of Education school focused on teaching students through a diversity of First Nations, Métis, and Inuit perspectives. Piitoayis students were visiting Central Library for a pizza party to wrap up their time with It's a Crime Not to Read and staff turned the three-hour visit into a full day of memorable Library experiences for the students, along with their caregivers and teachers. The students were able to make crafts, pick out their own books, and tour some of Central Library's unique features. A highlight of the day was a member of the Indigenous Services team providing a tour of the Indigenous Placemaking installations throughout the building. The parents were impressed by her intimate knowledge and manner of presenting each work of art and expressed their appreciation that an Indigenous staff member was able to share this moment with their children.

Outreach continues to be a major focus at Village Square Library, between It's a Crime Not to Read visits to schools as well as visits to local partner organizations such as WINS Calgary and Calgary Housing. A staff member shared a story from an outreach session in February:

"We did a Black History Month activity in Applewood that included making a Black excellence wall with profiles of many famous Black Canadians. We also provided sticky notes for participants to add their own examples of Black excellence, letting them decide what Black excellence meant to them. A lot of the kids put their own names on the board, showing a pride in their identity and excellence that was heartwarming to be a part of and shows the impact of highlighting stories that haven't always been celebrated."

A newcomer from the Philippines asked staff at Shawnessy Library about job search resources in the Library. A staff member was happy to help her navigate the systems, including the Job Desk at Central, and help her register for updates on Indeed. She shared that she wanted to work with children as she had been in early childhood education in her home country. The staff member encouraged her to volunteer at the Library. Later, they were delighted to see her in attendance for a group onboarding session for Play Champion volunteers. She shared that she would be

volunteering in several branches and that she had gotten a job in a wonderful new daycare. She gave the staff member a hug and said she couldn't have done any of this without the Library's help.

4. Does your organization use benchmarks to evaluate and improve performance and operations, and increase your organization's impact?

a) Examples of benchmarks:

The Library prepares and presents two separate reports to the Calgary Public Library Board each quarter. The Strategic Scorecard reports on 12 KPIs related to the products and services we provide, the manner in which we engage with our members, and the impact we make on Calgarians. The Risk Register assesses risk to the Library across 12 KPIs including community relevance, operational effectiveness, and safety and security. In the past the Library has compared these results to those of similar libraries through Municipal Benchmarking Network Canada. As most comparator libraries have left, we are in the process of working through the Canadian Urban Libraries Council to create recognized national benchmarks for future use.

b) What is your current and targeted performance in comparison to these benchmarks?

Beginning in 2024, the Library began assessing performance as a rate of change. The 12 KPIs on each quarterly report were compared to themselves across various timeframes (3 months, 6 months, and 12 months). This allowed us to track the progress of each measure and determine whether it was progressing in a healthy way, or whether it was stagnating or decreasing.

Measure	2021	2022	2023	2024
Uses Per Capita	23.2	28.9	28.5	26.7*
Visits Per Capita	1.7	3.7	4.4	5.75
Cardholders Per Capita	55%	56%	54%	58%

Regarding the measures above, uses per capita are lower in 2024 due to service disruptions caused by a cybersecurity incident and subsequent operational recovery in Q4 2024.

c) How this information is being used to support continuous improvement?

Monitoring the rate of change allows a more nuanced approach than is possible with traditional target setting. It enables the Library to track the health of a measure with a longitudinal context and introduce interventions should the KPI not be progressing as intended. An annual assessment, in which the rate of change status for all four quarters is compared, further enables improvement.

5. How does your organization address equity, diversity or inclusion, or support racial equity?

Everyone belongs at the Library.

To serve that promise, Calgary Public Library maintains ongoing evaluation and reflection on creating safer spaces where patrons and staff feel valued and respected.

The Library has a public commitment to Equity, Diversity, and Belonging:

“Everyone should be able to realize their potential at Calgary Public Library. Everyone has a right to feel respected, safe, and valued within the Library and community. To ensure that, we must work to eliminate societal barriers and create a welcoming space in our programs, services, internal operations, and institutional culture. We have a responsibility to build and maintain an environment of equity, diversity, belonging, 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 Library staff, volunteers, the City of Calgary, partners, and community.”

The Calgary Public Library Board also passed an Equity and Belonging Policy to reinforce the importance of this work at a governance level:

“Calgary Public Library values and prioritizes equity, diversity, inclusion, and accessibility for all. The Library is committed to ensuring that people feel a sense of belonging in library spaces and have fair and equitable access to library services regardless of ancestry, place of origin, race, education, beliefs, race, income or source of income, religious beliefs, family status, marital status, gender, age, sexual orientation, gender identity, gender expression, or physical or mental disabilities.”

The Library endorses the Canadian Federation of Library Associations’ Position Statement on Diversity and Inclusion and is a signatory on both the Urban Libraries Council Statement on Race and Social Equity, and the Canadian Urban Libraries Council Statement on Race and Social Equity.

These commitments and responsibilities are served and supported by active and mutually beneficial partnerships with hundreds of community groups and agencies.

Library staff also have extensive training to ensure we uphold these commitments. These include training and supports around anti-racism, supporting vulnerable persons, psychological safety, unconscious bias, and Four Seasons of Reconciliation cultural awareness training which is mandatory for all staff.

6. How is your organization advancing Indigenous Truth and Reconciliation? (For example addressing specific calls to action in the [Truth and Reconciliation Commission of Canada: Calls to Action](#) report or [The City’s White Goose Flying Report](#))

The Library is also committed to forging a path of Truth and Reconciliation as outlined in the Library’s 2023-2026 Strategic Plan by working together with community to learn, share, and develop services. The Library’s continuing work in Indigenous Services is a key example of how a sense of belonging, community empowerment, empathy building, and personal meaning can be built through relationships, collaboration, and inclusion.

The Truth and Reconciliation Commission of Canada’s Final Report includes 94 Calls to Action. Call to Action 69 specifically asks libraries to reexamine their commitment to Truth and Reconciliation and commit more resources to sharing the true history of Indigenous peoples with our communities.

The City's White Goose Flying Report asks the Library to inspire stories, and work with community partners to coordinate and collaborate on exhibits and programming about the true history and legacy of Indian residential schools in and around Calgary.

With these responsibilities in mind, here are a few highlights of important work completed in 2024:

- A wide range of year-round programming that shared and celebrated Indigenous experiences, voices, and culture including community programming for Red Dress Day, National Indigenous History Month, National Day for Truth and Reconciliation, Elbow River Camp, and more.
- In 2024, members of the Elders' Guidance Circle, which is based out of the Children's Lodge at Central Library, held 973 meetings with Library staff, board members, community members, schools, groups, and organizations on topics such as storytelling, language, plants, spiritual guidance, and blessings.
- The Library's Placemaking journey began in 2017 with meetings with the Indigenous Place Making Council of Canada. Under their guidance, we visited the Stoney Nakoda, Siksika, Tsuut'ina, and Métis Nations of Alberta, as well as the Aboriginal Friendship Centre of Calgary for input on making Indigenous visual and oral storytelling more prominent in Library locations. Ten locations now have permanent artwork that promotes the understanding of Indigenous peoples and cultures within Treaty 7 territory with more planned for the future. In 2024, three permanent pieces were installed at community libraries: "Wolf-Creek - Máziná Tsisgò" by Stephanie One Spot was installed at Fish Creek Library; "Traveling Rock, Buffalo Boy, Kindhearted Man" by Nathan Meguinis at Village Square Library; and "Our Home" by Morgan Possberg at Judith Umbach Library.
- Caretakers of the Land is the Library's virtual school program that helps to extend and support classroom learning about Indigenous history and culture. In 2023/2024 school year, roughly 370 classes with a total of 9,500 students attended these programs.
- The Library is also proud to be one of six Western organizations who form a Circle of Relatives supporting the Elders Knowledge Circle Society with the Elder Story Project.
- The Powwow Trail 101 Program creates awareness of the powwow trail for non-Indigenous visitors and nurture respect for cultural traditions. Programming at Seton, Southland, Saddletowne, Forest Lawn, and Crowfoot locations hosted Indigenous dancers and drummers and saw over 550 attendees.
- The Create Space at Central Library was turned into a giant map of the gathering place where the Bow and Elbow rivers meet. While viewing this installation by local artist May Kineyetums, visitors were invited to participate in activities intended to encourage reflection on their own relationships to the land of Treaty 7 as well as the Seven Sacred Teachings.
- The annual Treaty 7 Storytime at Calgary Stampede's Elbow River Camp, which had over 500 attendees across four days of storytimes.
- The Elder in Residence program introduced smudge kits and knowledge about the practice throughout the Library system. Indigenous patrons can now smudge at 20 Library locations.

RESOURCES

7. Please estimate how The City's operating funding was allocated in 2024.

64%	<i>Other, please name: Salaries and employee benefits</i>
10%	<i>Other, please name: Collections materials and services</i>
15%	<i>Other, please name: General operating</i>
8%	<i>Other, please name: Building and equipment</i>

3%	<i>Other, please name: Occupancy</i>
%	<i>Other, please name:</i>

8. Did volunteers support your operations in 2024? (including board and committee members)

How many volunteers?	2,591
Estimated total hours provided by volunteers:	51,943

9. Did your organization receive any awards or recognition in 2024, or have any client or participant feedback that you want to highlight?

Calgary Public Library received the I Partner With My Public Library Award for our partnership with Wood's Homes. The Wellness Desk provides free, drop-in, and on-demand mental health and addictions support, health information, and referral services from Wood's Homes crisis counsellors at Central, Crowfoot, and Shawnessy libraries. Over 99 per cent of individuals using the Wellness Desk said they got the help they needed, and over 97 per cent said they had a clear next step.

Fish Creek Library was included in American Libraries Magazine's 2024 Library Design Showcase. This annual feature celebrates new and newly renovated libraries of all types, highlighting examples of innovative library architecture to support patrons in unique, interesting, and effective ways. The recognition was for the extensive lifecycle renovation of Fish Creek Library and for the new Engine 23 early learning installation.

Memorial Park Library received a 2024 BenchmarkYYC Award for having the lowest GHG Emissions intensity and rating 19 per cent higher than the category average.

10. How did your organization address climate change in 2024, for example, operational or program changes that reduced green house gas emissions (GHG), air/water pollution, or waste that aligned with [The City's Climate Change Program](#) including Council's Climate Emergency Declaration?

All facility renovations are evaluated for green initiative improvements, including conversion to LED lighting, low-flow plumbing fixtures, energy efficient claddings and windows, and more. Calgary Public Library also maintains a waste management program for all facilities, including compost and recycling. All decommissioned technology is managed through an extensive and secure electronics recycling program to reduce hazardous waste. The Library received a 2024 BenchmarkYYC Award for our work to reduce greenhouse gas emissions.

The Library currently operates in seven locations that are Green-certified or are in Green-certified multi-use buildings. Notably, except Central Library downtown, these certified buildings are suburban. Replacing the least flexible and adaptable spaces, mostly in older established communities, remains a capital priority for the Library.

The Library also works with community partners to provide public awareness and information sessions, including workshops on food waste, recycling, environmental concerns, and more.

11. Are there any projects, initiatives or plans for 2024 that you want to briefly highlight?

The Library's annual workplan is rooted in projects that advance our strategic plan and demonstrate our ability to Run, Grow, and Transform library services for our community. In 2024, the following projects were highlighted as significant work to prepare for future system growth and meet ever-evolving complex community needs:

- **Fish Creek Library renovation and return of Engine 23:** first opened in 1985, the 45,000 square foot Fish Creek Library was due for an extensive lifecycle renovation. Facility improvements included new meetings rooms, a quiet study area, an expanded main entrance, and the addition of Engine 23, a full body play and learning experience. Engine 23, previously housed at the old Central Library, was in storage since 2018 and had to be lifted into Fish Creek via crane. The Engine 23 experience also represents a longstanding partnership with Calgary Fire to align early literacy opportunities with crucial safety information.
- **Prototype: Skyview:** a new 3,000 square foot location opened in Calgary's northeast in October 2024. This "digital first" location responds to some of the greatest needs we see in the surrounding communities as we await the opening of Skyview Ranch Library in the coming years. With a focus on digital equity and technology services, features such as solo meeting pods, fax services, and expanded printing have proven hugely popular.
- **Increased Access to English Language Learning:** In response to growing newcomer population and increase need for English Language Learning supports, the Library started to develop new programs and services to support newcomers and multicultural patrons across the settlement continuum. This includes the launch of a new lower-barrier program, which has already seen a 15 per cent increase in average session attendance versus a previous registered program (2023) as participants can drop into any session that best works for them.
- **Cybersecurity Incident: Response and Recovery:** monitoring systems alerted the Library to suspicious activity on its servers on October 10, 2024. The Library began an initial investigation and initiated our incident response protocol and, as part of our containment procedures, we made the decision to proactively shut down all servers and systems on Friday, October 11. Locations reopened on October 16 with no technology services. Following a thorough investigation, the Library was able to confirm that no personal or business data was compromised. A public communications campaign was launched on October 29 – Our Comeback story aligned with the operational recovery plan and ensured that staff and patrons had clear and consistent updates as we worked to return all services. After a 10-week period, the vast majority of technology services were returned and the Library is launching a new desktop computer service and better public printing interfaces in early 2025.

Calgary Public Library entered 2025 with our largest team of Library employees and more than 818,000 members. The Library is also preparing to open two more locations (Belmont and Walden) in 2027. This anticipated growth is compounded with the accelerated growth of Calgary, which welcomed over 100,000 new residents in 2023 alone. To support growth, the Library has three priorities in 2025:

- **Get Ready for Growth:** This includes the operational work of building collections, refining operating models, and ensuring we can expand our system sustainably.
- **Staff Engagement:** With over 840 employees across 23 worksites and new locations planned in all quadrants of the city, the Library is growing every day. To ensure our patrons feel a sense of belonging in our space, our staff need to feel a sense of connection and purpose across a growing system. This means training, professional development, and improving processes.

- **Better Business:** We are ensuring that we are pushing ourselves to find operational efficiencies and improving our effectiveness. Innovation is both about what is shiny and new and about evolving to create something better.

Below are a few highlights of key projects that will be completed this year:

- Crowfoot, Judith Umbach, and Louise Riley libraries will all benefit from facility renovations and new Early Learning Centres will be added to Louise Riley and Signal Hill locations.
- As a trusted space in the community, the Library will play an important role in supporting civic engagement with two upcoming elections – federal and municipal. The Library will look at programs and services to encourage voter awareness and connect community members to correct and timely information.
- The Library will be developing new programs and staff learning pathways to better understand and support persons experiencing vulnerabilities.

Currently midway through our existing strategy, there will be extensive work in 2025 as the Library begins developing the core elements of the next Strategic Plan to guide our organization towards 2030 and beyond.

THE FOLLOWING SECTION IS FOR CIVIC PARTNERS MANAGING CITY-OWNED ASSETS

12. CAPITAL PROJECTS AND ASSET MANAGEMENT

Asset: 21 library locations

How did you use The City's capital funding in 2024?

Project	City Funding (2024)	Benefit (service improvement, efficiency, improved condition)
Memorial Park Library	0.3M	Improved Condition
Giuffre Library Lifecycle	0.5M	Service improvement, Improved Condition
Fish Creek Library	2.30M	Service improvement, Improved Condition
Vehicles Lifecycle	0.30M	Service Vehicle and Fleet Vehicle Replacement
IT Network / End-User Equipment Lifecycle	1.3M	Equipment Replacement
Collections	0.5M	Tangible Capital Asset Books
Demand maintenance	0.1M	Improved Condition