

## 2015-2018 Business Plan & Budget Summary

**1. Organization Name:** Calgary Public Library

**2. Current Vision and Mission:**

**Our Vision**

The vibrant heart of a great city

**Our Mission**

Inspiring life stories

**Our Promise**

To serve with passion, respect, and integrity |

### 2015-2018 BUSINESS CASE

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**3. Synopsis of your organizational priorities and actions for 2015-2018:**

The Calgary Public Library Board recently approved the document “Plans for 2015 – 2018, which will inform the completed Strategic Plan for the four year business plan and budget cycle. The full document is attached. By building on the synergy from the New Central Library, which is scheduled to be in use before the end of the business plan cycle, the Calgary Public Library is committed to the concept of building not only a great new Central Library, but also a great Library system. Through our broadly distributed and widely used network of branches, the Library is positioned to play a key role in community building for Calgary’s neighbourhoods. By focusing our efforts in the following areas we will make the Library relevant to the people we serve, and support the City’s attainment of many ImagineCalgary targets and other City aspirational plans.

- Quality Library Buildings – buildings that inspire consistent patron experience and provide appealing, convenient locations to promote community building
- The Library in the Community – taking the Library out of buildings to meet people where they are by bringing content and access to information to people, organizations and businesses where and when the community needs us most
- New Technologies – offering new technologies and access to digital content to our patrons and fostering digital literacy for Calgarians by ensuring that technology and content are accessible and easy to use
- Fostering Reading – providing access to a catalogue of more than 2 million items plus access through a virtual library to eBooks, magazines, newspapers, music and video
- Focus on those who most need the Library – This population includes those who are new to Canada and Calgary, young children and their families, and those with physical or economic barriers
- Easy and convenient – we will identify and remove financial, operational, technological and physical barriers to make access seamless and easy, and relevant to the people we serve

#### 4. Outline how your organizational priorities & actions align with Council Priorities for 2015-2018.

The Calgary Public Library's priorities and actions align strongly with Council Priorities for 2015-2018, and other City aspirational planning initiatives, including imagineCalgary. With considerably more than 5 million in person visits annually the Library is well situated to support The City in its Priority: A prosperous city. By providing an attractive amenity to future Calgarians the Library is a public facility that enhances Calgary positioning itself as a location of choice for international talent, investment and business. CPL will help these talented new citizens in learning about their new home and assimilating quickly. The Library is especially well positioned to help The City fulfill the strategic actions surrounding community well-being. By targeting those new to Calgary, children and their families, and those with physical and economic barriers, CPL will support the goals of reducing the number of people living in poverty, responding to an aging population, and investing in programs and services for children and youth. Access to a vast array of publications, available in a variety of formats, with staff trained to assist patrons, empowers all Calgarians to live creative lives. The Library provides access to technology and information to all citizens. The Library is also committed to the Priority: A City of Inspiring Neighbourhoods. Our community libraries are well located to be centres of revitalized neighbourhoods and those neighbourhoods with changing community needs. They are largely accessible by foot, bicycle and public transportation, as well as by vehicles. They can be used by community associations as meeting points. CPL's great public spaces act as agents for building connections among citizens and add urban vitality. Space prevents mentioning the other priorities, but we will add that new construction is done to LEED standards and CPL, as part of a well-run City, is highly efficient in comparison to its peer libraries across North America.

#### 5. Provide specific examples on how your organization will work towards restraining expenses and seeking efficiencies over the 2015-2018 timeframe outlining the net impact to service delivery or organizational sustainability.

To meet its ambitious Direction Statement and Three Strategies, the Library has developed 51 actions for the 2015-2018 timeframe. The Library has committed to achieving all of these goals by redirecting resources to priority areas identified in the Strategic Plan. Efficiencies include elimination of labour intensive transactions through CPL's continuing investment in technology, continuation of consortium buying, and continuation of partnerships which can extend our impact while containing our costs. Leveraging changes in the use of the collection will eliminate formats which are no longer used by patrons. A campaign to attract more patrons will increase the return on investment of existing infrastructure. The Library will continue to provide additional opportunities to volunteers. CPL's goal is to increase targeted service delivery with no impact on organizational stability. To ensure a balanced budget we have had to make difficult decisions about how best to serve existing and future library users. Using the strategies above these decisions have included reduced funding for staffing hours from our pool of casual workers, reducing our collection budget, and reducing the amount of money we set aside for asset replacement.

#### 6. Which of your key services are funded by the operating grant provided by The City?

Through the Libraries Act, The Calgary Public Library is established by a City of Calgary Bylaw (Bylaw Number 38M2006 is the current bylaw). The City of Calgary is the Calgary Public Library's largest funder. The City provides approximately 80% of the Libraries operating budget and provides significant funding for asset life cycle maintenance and asset purchases. With the exception of provincial funding, a relatively small amount of internal revenue generation (mainly from fines), and sponsorships, grants, and donations, all of the key services are funded by the operating grant provided by The City. If The City were to reduce its financial commitment to the Calgary Public Library there is no area of Library operations that would not feel the impact.

## 7. Identify performance indicators and targets you will use to evaluate your organization's performance in the 2015-2018 timeframe.

The three strategies in the 2015-2018 Strategic Plan are:

- Strengthen Neighbourhoods in a growing City
- Bring the Library into more people's lives
- Focus on services that make a difference

With a four year strategic plan in place for the 2015 – 2018 timeframe the Library is positioning itself to continue our service to the City of Calgary and all of its communities. The Library has developed targets to evaluate CPL's performance in achieving our three Strategies and six goals for the 2015-2018 timeframe, which are all listed in the document "Plans for 2015-2018" attached to this template.

Each goal has been matched to Library Outcome Targets and Library Output Targets. Each goal also has examples of Library Actions as well as ways these goals support Imagine Calgary Targets.

CPL is building an evaluation tool in house, under the oversight of an expert in the field, which will measure the progress on the outputs and outcomes in the Strategic Plan. This is scheduled to be complete before the beginning of 2015. The Calgary Public Library has identified 51 actions in a Direction Statement produced in May of 2014 that will bring the Strategic Plan to life. Using the evaluation tool to measure success in the 51 factors will allow CPL to closely evaluate the Library's performance. Significant among our output targets is to double our active users during the four year timeframe.

An additional critical performance indicator will derive from the study The Library has commissioned to demonstrate what economic value it produces for each dollar of funding invested, which will be completed in 2014. We have also requested the tool that will assist us in reassessing this measure as our services evolve, which will provide a strong performance indicator in future years.

## 8. Identify how you will leverage resources in 2015-2018 and provide specific examples.

The 51 actions identified to complement our Strategic Plan require repositioning how the Library delivers and develops its programs and services. This will be accomplished by redirecting resources within the organization. With a goal of doubling the current membership over this period the Library will be eliminating its largest user fee, thus eliminating a barrier to entry and making it easier for all patrons to use the Library's resources. The Library will use this opportunity to rebrand and market. This revenue decrease is balanced by a decrease in staff time currently required to process the revenue and by relying on the Calgary Public Library Foundation to provide the remaining funds through donations targeted to replace the fees. A change in user patterns has allowed CPL to reduce the amount of the annual budget devoted to the acquisition of materials for the collection. The Library will continue to collaborate with a wide range of community partners. Key partnerships which leverage CPL's resources include CMLC & the City of Calgary on the New Central Library Project, The City of Calgary & the YMCA on growth Library projects, The City of Calgary & the Federation of Calgary Communities on the Poverty Reduction Initiative, The Calgary Police Service on literacy programs in high needs areas, The United Way of Calgary on a variety of initiatives affecting children and youth, Citizen & Immigration Canada on Library Settlement Services for newcomers, and Library Services Branch, Province of Alberta on province-wide resource sharing. The Library will work to extend its network of community partners, including the Calgary Board of Education and the Catholic School District, specifically for populations targeted in the 2015-2018 Strategic Plan.

**BUDGET AND FINANCIAL INFORMATION**

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**9. Provide your budget projections covering the 2015-2018 timeframe (complete table below).**

<b>Operations (000's)</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
City of Calgary draft operating grants	42,525	44,113	46,957	54,159
Other operating grants	5,840	5,840	5,840	5,840
Earned revenue from operations	2,340	2,417	2,422	2,427
Donations & fundraising revenue	1,200	1,236	1,236	1,236
Operating expenses	51,905	53,606	56,455	62,600
<b>Net of revenue and expenses</b>	0	0	0	* 1,062
Opening operating reserves	0	0	0	0
<b>Ending operating reserves</b>	0	0	0	0
<b>Capital (000's)</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Opening capital reserves	7,871	6,371	4,871	3,489
Requested City of Calgary lifecycle grants	1,874	2,044	1,905	1,755
Other City of Calgary capital grants	9,150	8,675	6,825	6,800
Other capital revenues	1,000	1,000	1,118	1,118
Capital expenditures	13,524	13,219	11,230	11,055
<b>Ending capital reserves</b>	6,371	4,871	3,489	2,107

**10. Financial risks or challenges related to budget projections. Provide specific examples and year in which challenges are anticipated.**

\* There is no estimate of cost of living adjustment in operating expenses in 2018, as the current contract ends in 2017.

Negotiated settlements would have to be less than 3% for this amount to be sufficient.

Prior to 2015 the City provided increased base funding for benefit and negotiated salary increases. The 2014 increases have not been added to the 2014 base. A new contract was ratified by Library union members in July, which matched increases agreed to by City of Calgary unions. It is assumed that the negotiated salary and benefit increases, as well as the pension increase effective for 2014, will be funded and added to the base carrying forward into all years of the 2015-2018 timeframe. Not funding this would require a reduction of existing services equivalent to more than ten FTE.

The budget necessitated reductions to salaries and collection purchases, which are our two largest budget lines. Service delivery impacts of these decreases are mitigated through the use of technology, an additional decrease in staff resources tied to elimination of fee collection, and decreased availability of some areas of the collection that are being replaced by electronic formats.

However, the strategic plan is targeting increased membership. There is residual financial risk that resources will not be sufficient for increased demands from a higher active membership base through the four year period. The Library is committed to redirect existing staffing and other resources to meet these increases in demand.

The budget includes a reduction in CPL's allocation to its capital reserves, causing the capital reserve balances to diminish year by year. Past and continuing investment in capital funding by The City will alleviate any concern caused by the projected declining balance.

For the first time the Calgary Public Library is targeting revenue in the operating budget from donations and other activities of the Calgary Public Library Foundation. Donors and fund raising activities are being tasked to replace the funding lost from the elimination of the processing fee on each new or renewing membership. There will be a significant impact to service if these targets are not met.

## 2013 ANNUAL REPORTING

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### 11. Outline your key services and activities undertaken in 2013 and how they advanced priorities identified in Council's 2012- 2014 Fiscal Plan for Calgary.

The Calgary Public Library assists the City of Calgary in achieving many of the priorities identified by Council. Although we are continually improving our service delivery, our services and activities in 2013 continue a legacy established when the first branch opened in Calgary. Specific examples follow:

**Ensuring every Calgarian lives in a safe community and has the opportunity to succeed.** The Library provides safe, community centred facilities to Calgarians in established areas, and as funds are made available, in new communities. Our staff and web site assist each Calgarian who chooses to use our services with materials that can provide them with opportunities to enhance their personal success. Our preschool programs are designed to encourage early literacy and provide the preparation for children to succeed when they begin school. Early success is a key indicator in how successful an individual will be throughout their lives. Our services to newcomers assist in them succeeding in their new lives, with services ranging from learning to speak English comfortably to providing job search skills. Our services to those living with disadvantages range from adaptive equipment to home bound deliveries by volunteers.

**Investing in great communities and a vibrant urban fabric.** The Calgary Public Library is located in accessible locations throughout the City. Our branches are a highly valued and key part of the community they are located in and offer dynamic programming tied to the needs of that community. CPL's facilities are open to all and fundamentally represent democratic principles to all citizens of Calgary – everyone is welcome at the Library and treated equally. With services ranging from homework help to seniors programs we are there for every part of the community, including teens. The Calgary Public Library is well positioned in Calgary's communities to create the vibrant urban fabric many Calgarians search for by providing learning and recreational opportunities in each neighbourhood.

**Moving people and goods throughout The City efficiently and sustainably.** Library locations are chosen to allow Calgarians convenient, efficient, and sustainable access to their nearest branch. Transit options are available. Many branches are conveniently accessible by foot or bicycle. Increasingly branches are co-located with other services or within recreations centres to provide added convenience to our users and reduce traffic.

**Making Calgary the best place in Canada for a business to start and flourish.** The Calgary Public Library provides information and services for small enterprises, as well as computer and internet use, which may be luxuries startups cannot afford. CPL sponsors a small business fair annually, which gives these businesses a chance to network and share information. We also provide a Research Plus service giving small business access to information that they may not be staffed to discover.

**Becoming a more effective and disciplined organization.** The Library is a leader in innovation, known for its creative business approaches and the use of best practices, its continuous improvement culture and the introduction of new business models, such as introducing self-checkout and automated materials handling. The Calgary Public Library has a low cost per capital compared to other major North American libraries, and is recognized as one of the most active and innovative libraries on this continent. The Library also consistently ranks highly in citizen satisfaction surveys. Regular community engagement keeps the Library informed by Calgarians, including a recent campaign that gathered more than 4,000 responses representing 91% of the communities in Calgary. This last engagement confirmed that the 2015-2018 Strategic Plan matches what the communities of Calgary expect and desire from their library system.

**12. Identify how you measured the success of your services and activities in 2013. Please provide examples of these results.**

The flood in June of 2013 had a profound impact on the plans and services of the Library in 2013, which is reflected in our annual measures. In spite of system wide closure for a short period, closure of two branches to serve as part of evacuation centres, closure of one branch until electricity was restored to the downtown grid, and the prolonged closure of the Central Library, CPL still served Calgarians with more than 5.3 million in person visits, circulation of more than 15 million items, and an 18% increase in the use of e-Resources. The entire system was closed for an unprecedented two days, but was one of the first public bodies to open for our patrons on the Monday following the flood, using pre-digital technology to serve our customers. Restoring computer service was the first priority as we put our emergency plans in place. Two of our libraries were part of emergency relocation facilities and provided comfort for those citizens during the long days when they had no access to their homes, even if it just meant a place to watch television and charge their cell phones. Other facilities provided impromptu programs for children whose school year was abruptly shortened. The Central Library (CPL's largest branch) was closed to the public for slightly more than two months due to the extent of the flooding in the basement, which disabled electricity, elevator operations, fire alarms, telecommunications equipment, communications equipment, and all of the other items required to make the building safe for staff and public. The closure of the Central Library also caused in excess of 1,400 thousand boxes of materials to be removed from circulation as the rest of the system did not have the capacity to restock these items to allow them to circulate to new patrons. Even though insurance has covered the majority of the cost of replacing items lost or damaged by the flood the public voted their confidence in the Library by providing significant gifts of both verbal and monetary support through donations to the Calgary Public Library Foundation. The Library received a Top Innovator Award from the Urban Libraries Council for its flood recovery effort. Citizen engagement done in the spring of 2014 indicated that, despite the previous year's struggles, citizens were still strongly supportive of the Library.

**13. Identify how you leveraged resources in 2013. Please provide examples.**

2013 was not a normal year for the Calgary Public Library. The flood of 2013 presented the Library with something rare – an operating surplus. Because staff from the Central Branch were displaced for close to two months other branches benefited from a pool of transplanted labour, which reduced salary costs normally spent on hourly workers who would cover vacation time, vacancies, and other staffing shortages. Partnerships have historically provided the opportunity to leverage resources for the Library. Increased funding from Citizenship and Immigration Canada is giving us the opportunity to provide additional service to immigrant communities in Calgary. The Calgary Public Library Foundation has also been able to provide additional funding which augments our collection purchases, our programming for children, teens and families, and some capital requirements. The Foundation was able to secure funding for technology equipment that will be moved to the New Central Library when it is completed, but that is already in use in the current building. Funding from the Foundation also supports a program which encourages literacy in schools located in at risk communities. Calgary Police Services also participate in this program called Crime Not to Read by providing role models (policemen) who read to young students. The program promotes literacy while introducing these students, including a high number of immigrants from locations that do not have reliable policing, to trust police services, and these students communicate that trust to their families. CPL also leverages the use of our buildings to many not for profit groups, community associations, and other community groups who benefit the communities they are part of.