One Calgary 2019-2022 Business Plan & Budget Summary
Calgary Public Library Board
(Pending Board Approval)

One Calgary Line of Service: Library Services
Mission: Empower community by connecting you to ideas and experiences, inspiration and insight.

1. What are your organization's priorities and actions for 2019-2022?

The Library seeks to positively influence the quality of life in Calgary by driving increases in citizen's perceptions in the following areas:

- A sense of belonging,
- A sense of empowerment in community decision-making,
- An ability to empathize and interact with others across differences,
- Growth in personal meaning, capacity, and connectedness, and
- A positive, enthusiastic and hopeful outlook on the future.

Two priorities have been identified, each with three actions. The first is to **create opportunities to build connection, share in collaborative action, and deepen understanding of community.** This priority includes the following three broad actions:

- **Inclusion** - Through increased accessibility and openness, the Library seeks to build empathy, respect, and acceptance for marginalized community members and enrich their connection to shared aspirations and goals.
- **Reconciliation** - Through increased intercultural awareness and empathy, the Library seeks to be a successful collaborator, developer, and supporter of programs, collections, and spaces in the spirit of Reconciliation.
- **Connection** - Through sharing ideas, culture, and stories, the Library seeks to increase the volume and quality of dialogue on local issues and concerns and improve the reach of civic engagement.

The second priority is to **be a positive catalyst for personal change and adaptation, sustaining curiosity and lifelong discovery.** This priority includes the following three broad actions:

- **Early Literacy** - Through facilitating effective development of foundational skills, the Library seeks to increase school readiness.
- **Learning** - Through increased targeting of literacies and life skills, the Library seeks to increase learning success and build the confidence and resiliency necessary to fully participate in the economy.
- **Empowerment** - Through nimble and responsive service, the Library seeks to become the preferred path for creative exploration, innovation, and inspiration so that users enrich their lives and see their potentials realized.

2. **Outline how your priorities align with the Citizen Priorities for 2019-2022 and Council Directives (see attached summary)**

The Library supports the following Citizen Priorities and Council Directives:

A Prosperous City, especially Directives P2, P3, and P4 –

- Libraries are an important contributor to quality of life, especially for families with young children, and therefore a strong library network contributes to the attractiveness of Calgary as a place to relocate an existing business or to start a new business.
- Similarly, a healthy and thriving library network contributing to quality of life helps to persuade working age persons to consider a move to Calgary to bolster key competencies in the labour market.
- The Library's commitment to barrier-free access to information and services is a key contributor to alleviating inequality of opportunity, and to building bridges to employment and connections to other agencies serving those afflicted with economic instabilities.

A City of Safe and Inspiring Neighbourhoods, especially Directives N1 and N2 –

- Libraries offer public space (and programming) that is safe, accessible and inclusive and that represents a significant barrier-free public investment in a neighbourhood.
- Libraries serve as venues for, and as facilitators of, community connections, not only to each other and to other service organizations, but to City initiatives such as Fair Entry and Community Hubs.
- The Library partners with other organizations working towards safe and inclusive neighbourhoods to reinforce their programs and outreach. Examples include working with the Police Service on "It's a Crime Not to Read", with the Public Education unit of the Fire Department on fire safety, and with the YMCA on after-school programming for vulnerable school-aged children.

A Well-Run City, especially Directive W5 –

- The Library has identified (and filled) roles and positions for Indigenous employees with the aim of enhancing the cultural awareness of staff and then incorporating cultural humility and competency into programs and events aimed at the public.
- The Library is engaged with the Indigenous Placemaking Council to create reflections of Indigenous culture and worldviews in Library spaces, starting with, but not limited to, the new Central Library.

3. **Which of your programs and services are funded by The City's operating grant?**

The City's operating grant covers 84% of all operating expenses. It can be said that all Library programs and services are supported by and reliant on The City's operating grant.

4. **Identify 3-5 performance measures that you will use to evaluate your organization's performance from 2019-2022. Provide measures in the RBA format of How much you will do, How well you will do it, and Is anyone better off.** ***(See attached sample)***

How Much?

The broadest measures of the reach of the Library include:

- **Members** – the number of active library memberships, and
- **Visits** – the number of (physical) visits recorded at all libraries.

How Well?

- **Satisfaction** – the reported level of satisfaction with the respondent's overall Library experience.

Better Off?

- **Impact** – the reported percentage of respondents who agree that the Library is important to quality of life in Calgary.

5. Identify how you will leverage resources from 2019-2022. Please provide specific examples.

Resources are leveraged through volunteers, partnerships, and the Calgary Public Library Foundation.

In 2017, 3,325 volunteers contributed 82,345 hours, at an estimated value of $2.852 million. These volunteer hours freed staff to undertake work for which they are uniquely qualified. The Library has more volunteers per capita than any other library in Canada.

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

In 2017 the Library Foundation provided $3 million to the Library in support of operations, programs and collections. The largest of the Foundation's grants was directed to creating Early Learning Centres in four community libraries.

6. Provide your board approved budget projections covering 2019-2022:

Operations (000's)	**2019**	**2020**	**2021**	**2022**
City of Calgary proposed operating grants	53,750	53,750	53,750	53,750
Other operating grants	7,055	6,913	6,865	6,865
Earned revenue from operations	1,797	1,805	1,812	1,812
Donations & fundraising revenue	578	578	578	578
Operating expenses	63,918	64,376	64,894	65,404
Net of revenue and expenses	(738)	(1,331)	(1,889)	(2,391)
Opening operating reserves	0	0	0	0
Ending operating reserves				
Capital (000's)	**2019**	**2020**	**2021**	**2022**
Opening capital reserves	225	450	675	225
Requested City of Calgary lifecycle grants	4,457	5,337	4,977	5,038
Other City of Calgary capital grants	5,270	8,788	18,586	16,249
Other capital revenues		5,000		

Capital expenditures	9,727	19,125	24,238	21,287
Ending capital reserves	225	450	0	225

7. What are the key financial risks or challenges related to your organization's budget projections for 2019-2022? Provide specific examples and the year in which challenges are anticipated.

1. Inflationary Increases 2020, 2021 and 2022 –

- Non-labour operating costs are approximately $24M (36% of expenses)
- Pricing of these goods and services is subject to market forces beyond CPL control
- It is these items that create the forecast operating deficit shown above
- Additional funding to address these pressures has been requested, but if this additional funding is not received, or proves to be too conservative, service delivery levels will be negatively impacted

2. Labour Cost Increases 2019, 2020, 2021 and 2022 –

- The current collective agreement expired on December 3 2017
- Unionized staff have not received cost of living adjustments for 2018 and the ultimate cost of living adjustments for the period 2019 thru 2022 are not known at this time
- The operating cost forecasts above have been prepared without cost of living adjustments for any of the 2018-2022 period
- Any labour cost increase that is ultimately agreed will require an additional operating grant adjustment or a negative impact to service delivery levels

3. Other Operating Grants Uncertainty 2019, 2020, 2021, and 2022 –

- The operating cost forecast above includes approximately $7 million from other levels of government, representing 11% of projected revenues
- The level of commitment from other levels of government is reviewed regularly and their continuing support at these levels is beyond the control of the Library
- A reduction from the forecast levels would likely negatively impact service delivery levels