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March 14, 2008

His Worship Mayor Pat Fiacco
and Members of City Council
City Hall, Box 1790
Regina, Saskatchewan
S4P 3C8

Dear Council Members:

Under Section 22, (1)(a) and (b) of *The Public Libraries Act, 1996*, the Board of the Regina Public Library requests that Council approve the Library mill rate levy request for 2008 of 2.1059 (\$13,054,200). This represents a requested mill rate increase of 3.9%. The Library's budget will also include \$929,000 as projected revenue from grants-in-lieu.

Revenue from tax sources can be summarized as follows:

2008 Library Mill Rate	2.1059
2008 City of Regina Net Levy Request	\$13,054,200
2008 Grants-in-Lieu	\$929,000
Mill Rate increase over 2007	3.9%
Resulting tax increase for an average household	\$4.65

The Regina Public Library Board submits these proposals as citizens entrusted to provide and steward public library services to our patrons, and with the knowledge that the budget presented is required to operate the Library system effectively and efficiently.

Yours truly,

A handwritten signature in cursive script that reads 'Darlene Hincks'.

Darlene Hincks
Chair, Regina Public Library Board



2008 BUDGET

*Approved by the RPL Board
February 26, 2008*



2008 Budget

2008 Library Board Levy

2008 Library Mill Rate	2.1059
2008 City of Regina Net Levy Request	\$13,054,200
2008 Grants-in-Lieu	\$929,000
Mill Rate increase over 2007	3.9%
Resulting tax increase for an average household	\$4.65

Introduction

The Regina Public Library is celebrating 100 years of service!

On March 27, 1908, the first Board of the Regina Public Library met for the first time. That Board worked tirelessly for the next nine months to set the stage for the delivery of public library services for Regina citizens – a service that would, over the course of its history, win praise and awards for its depth and quality. It seems appropriate that in this Centennial year, the Library Board continues to evaluate, adjust, and re-invent the public library in its renewal for the next century.

The current Board is guided by its Strategic Plan, *A New Direction: Setting the Course*, which covers the period from 2006 to 2010. The Plan targets six areas of development:

- Restoring our Branches;
- Building a Strong Capital Campaign;
- Considering the Future of Central Library;
- Telling the Library's Story;
- Creating a Welcoming Environment; and
- Meeting Community Needs.

Preparing a budget for 2008 with this modest increase request has been challenging for the Board. In addition to inflationary increases needed to support utilities, programming, repair and service contracts, the Board is supporting a major new reading initiative for school aged children, the Library's 100th anniversary activities, and completion of the

Programs & Services Review. The largest single expense increase for 2008 is the cost of staffing. The total increase in staffing cost for RPL is approximately \$644,000 – part of this cost is attributable to cost-of-living increases and increments, but over half of this sum is the result of the conclusion of the Library’s Joint Job Evaluation and Pay Equity processes. The Library has a new Job Evaluation Plan and has achieved Pay Equity in a plan that was started five years ago and implemented on January 1, 2008. The Library Board is pleased to have concluded this important process with the staff and it comes with a cost.

Overall, the increased cost of maintaining operations in 2008 would be approximately \$1.3 million (or 9.6% on the mill rate) but the Library Board has worked very hard to find ways to provide excellent service while keeping taxes as low as possible. As a result, the mill rate increase request represents \$527,300 or a mill rate increase of only 3.9%. Finding efficiencies while maintaining and improving public library services permeates the Board’s approach to RPL’s renewal process.

Discussion

The focus for 2007 was the advancement of the Strategic Plan in four specific areas, as follows:

Building a Strong Capital Campaign

Building a capital campaign is one of the largest and most significant initiatives of the Board’s Strategic Plan, and it is developing at a pace appropriate to its scale and complexity. Throughout 2007, the campaign consultants worked within the private and public sectors in preparation for a 2008 study and launch. A Development Co-ordinator was hired to support the campaign program.

Considering Central Library

Considering the future of Central Library began with the receipt of an architectural and engineering assessment of the current building. Over the next ten years, repair and upgrading of the building’s systems (electrical, HVAC, etc.) and replacement of major components (curtain wall, roof, etc.) is expected to be approximately \$8.8 million.

A Welcoming Environment

The Library has created a welcoming environment for the public through carrying out minor renovations at a number of locations.

Three significant agreements between the Library and its CUPE Union were concluded in 2007. The Collective Agreement that expired in December 2006 was settled within the first six months of the year. The Library and CUPE also agreed to a new Job Evaluation Plan and achieved Pay Equity – both items outstanding since the strike in 2002.

Meeting Community Needs

The Library's renewal process – including the Programs & Services Review – is focused on meeting community needs. Phase I of the Programs & Services Review wrapped up as the year drew to a close. The Review will continue into 2008, culminating in a new Service Plan in fall 2008. An interim report from the Review is attached to this report (Appendix B). It highlights the initiatives that have already been incorporated into the 2008 budget.

Budget Priorities for 2008

The Library's 2008 budget reflects changes and projects to be undertaken in support of the Board's plan for public library services. Advancing the Strategic Plan in 2008 will see a slight shift in priorities that builds on earlier work done by the Board. This year, the Plan will emphasize:

- Restoring our Branches;
- Building a Strong Capital Campaign;
- Telling the Library's Story; and
- Meeting Community Needs.

Branch rejuvenation will resume in 2008. The Library Board will review the *Core Neighbourhood Sustainability Action Plan* and the *RFS to 2020* reports, due out soon, to determine the impact of these studies on the Board's capital development plans. The Library's draft Capital Plan will be adjusted as necessary, and the *Branch Development Plan* released for public comment. The Plan currently calls for renewal to begin with the Prince of Wales Branch.

The Library will continue its participation on the North Central Shared Facility Steering Committee. Should the project proceed, RPL intends to relocate the Albert Branch to that facility within the next five years.

Following the input and reassessment process for the *Branch Development Plan*, the Board will release its Capital Development Plan covering the five Branches noted in the Strategic Plan, and the Central Library, for the period 2008-2013. In 2008, the capital requirements dictated by the Branch assessments and the Central Library assessment are manageable within the context of a slightly increased budgetary allocation. In 2009, the funds necessary to maintain, but not improve, RPL buildings will again exceed \$500,000 with subsequent years requiring even larger sums.

The Capital Campaign will continue as the formal part of the process gets underway. A professional lead for the Campaign is expected to begin work in spring 2008. The main phase of the campaign is expected to take less than two years.

Telling the Library's story will begin in 2008 with an audit of the Library's communications process and products, both internal and external. The audit forms a part of the Programs & Services Review, and will position the Library to move forward with a 21st century communications strategy to support its new Service Plan.

Meeting community needs is the Library's reason for being. While all initiatives ultimately support this goal, the direct delivery of programs and services to the citizens of Regina is the point at which the Library and the public interact – the test of success. The Programs & Services Review, the Board's two-year planning project, is designed to bring together the information and public input needed to set the Library's direction for the coming years. As noted earlier, Phase I is complete and an interim report is attached to this submission (Appendix B). The report highlights areas of investigation that have led to early recognition of service initiatives appropriate to RPL. These services will be developed in 2008; their budgetary impacts have been included in the Library's plan for the year.

In advance of the completion of the full review, the Library will begin to transform some services:

- **Virtual Branch.** The Library has made significant progress in the past couple of years in development of online services to meet immediate patron needs. In 2008, the Library will move toward the future establishment of a Virtual Branch – the ability for patrons to use the online environment as a complement or substitute for physical presence in a Library building by integrating traditional, electronic, and social networking services.

This initiative, and others that involve enhanced network or computer services, cannot proceed without changes to the Library's electronic delivery infrastructure. The budgetary impacts include provision for:

- Hardware – wiring, switches, firewalls;
 - Staff – the re-allocation of a position to that of Web Technician to supplement the current one-person web operation; and
 - Networking – expansion of the Library's Internet service.
- **Public Internet Services.** RPL's provision of public Internet workstations is one of the lowest among Canada's urban public libraries. Further, a survey of users showed demand for more public PCs and a wider variety of software tools. In 2008, RPL will begin to meet this service need by increasing the number of PCs available to the public, while improving their capabilities and software offering.

As with the *Virtual Branch* initiative, this service is dependent upon completion of the network improvements necessary to support more users at Branch locations.

- **Patron Self-Service.** The Library has made a start at implementing patron self-service. A patron's ability to interact with Library staff will be maintained, but providing the option of self-service is consistent with Library best practices and customer expectations. Throughout 2008, RPL will begin work on what is expected to be a three-year project to implement a Radio Frequency Identification (RFID) system tied to patron self-service units. RFID systems simplify the process for patrons and streamline it for staff by reducing the handling of materials at check-out and at check-in that, in turn, helps to create a more ergonomic work environment.

- **Direct Services Pilot Projects.** Throughout the early stages of the Programs & Services Review, staff members have been challenged to use data, best practices, and patron input to tailor services. The Collections and Reference Units proposed, and are piloting, two projects as tests of the Programs & Services Review process.
 - ***Roving Reference.*** Sole dependence on the traditional Reference Desk may become a thing of the past as Central Reference staff use portable technologies to provide direct services to patrons no matter where they are in the Library.

 - ***Express Collection.*** The wait in the holds list for popular materials at the Library can be very long; months long. However, a reasonable allocation of resources makes it difficult to justify buying more copies of items with short-term popularity. This project will see the addition of a special display of current, popular materials available in every location of the Regina Public Library. These items will not be available for holds, will be loaned for very short periods of time, and carry steeper late fees than the regular collection. It will allow anyone to get a current, popular title at any time, without the wait.

- **Dunlop Art Gallery.** The Library's Gallery has been struggling in recent years to maintain the quality of exhibitions as costs rise and program grants become more difficult to acquire. After reviewing many aspects of its operation in 2007, the Gallery will implement an exhibition cost reduction strategy in 2008 to test the practical application of its operational review findings.

- **Library Deliveries.** The Regina Public Library moves approximately 144,900 bins of books per year (over 4 million pounds) around the system. The movement of materials is a Library service, but the delivery function is not inherently related to Library functions. The Library will issue an RFP in the spring to find an external contractor to provide professional delivery services. The Library's existing delivery staff will be able to move into maintenance positions to assist with a shortage of staff and to carry out minor improvement projects (in-house).

Conclusion

After a century of service, Regina Public Library continues to re-assess and re-invent itself to ensure the efficient and effective delivery of services to city residents. In 2008, RPL will complete its customer-centred study of programs and services and continue the process of focusing resources on user-defined needs. As the Library marks its 100th anniversary it also prepares for a new beginning.

**THE REGINA PUBLIC LIBRARY
BOARD
MARCH 14, 2008 CITY COUNCIL BUDGET
SUBMISSION
STATEMENT OF FINANCIAL
ACTIVITIES
(CONSOLIDATED)**

Appendix A

Year ended December 31

	2008 Budget \$		2007 Budget \$		2008 Budget vs. 2007 Budget \$ Change
	(Unaudited)		(Unaudited) (Restated)		
REVENUE					
City of Regina tax levy	13,144,200	*	12,289,200	*	855,000
Grants-in-lieu of taxes	929,000		882,900		46,100
Provincial services agreement	543,000		528,000		15,000
Other grants	385,000		404,700		(19,700)
Home Lottery revenue and grant	832,000		681,800		150,200
Other revenue	685,200		613,500		71,700
	16,518,400		15,400,100		1,118,300
EXPENDITURES					
Public services [Schedule 3]	8,937,700		8,232,300		705,400
Support services [Schedule 3]	3,361,200		3,145,800		215,400
Administration [Schedule 3]	1,140,000		1,174,800		(34,800)
Governance [Schedule 3]	65,700		74,600		(8,900)
Capital expenditures [Schedule 2]	2,292,300		2,622,700		(330,400)
Home Lottery expenditures	672,800		639,500		33,300
	144,100		147,400		(3,300)
Interest expense on building lease obligation					
	16,613,800		16,037,100		576,700
Excess (deficiency) of revenue over expenditures	(95,400)		(637,000)		541,600

* Includes supplementary taxes of: 2008 - \$90,000; 2007 - \$75,000

**THE REGINA PUBLIC LIBRARY
BOARD
MARCH 14, 2008 CITY COUNCIL BUDGET
SUBMISSION
SCHEDULE OF GENERAL FUND OPERATIONS**

Schedule 1

Year ended December 31

	2008 Budget \$ (Unaudited)		2007 Budget \$ (Unaudited) (Restated)		2008 Budget vs. 2007 Budget \$ Change
REVENUE					
Taxes and grants					
City of Regina tax levy	13,144,200	*	12,289,200	*	855,000
Grants-in-lieu of taxes	929,000		882,900		46,100
Provincial services agreement	543,000		528,000		15,000
Other grants	385,000		404,700		(19,700)
	15,001,200		14,104,800		896,400
Other revenue					
Fines and lost charges	249,500		218,900		30,600
Public services	157,200		155,800		1,400
Interest	163,000		132,600		30,400
Donations	10,200		5,200		5,000
	579,900		512,500		67,400
	15,581,100		14,617,300		963,800
EXPENDITURES [Schedule 3]					
Public services	8,937,700		8,232,300		705,400
Support services	3,361,200		3,145,800		215,400
Administration	1,140,000		1,174,800		(34,800)
Governance	65,700		74,600		(8,900)
	13,504,600		12,627,500		877,100
Excess of revenue over expenditures	2,076,500		1,989,800		86,700

* Includes supplementary taxes of: 2008 - \$90,000; 2007 - \$75,000

**MARCH 14, 2008 CITY COUNCIL BUDGET
SUBMISSION
SCHEDULE OF CAPITAL FUND OPERATIONS**

Schedule 2

Year ended December 31

	2008 Budget \$ (Unaudited)	2007 Budget \$ (Unaudited)	2008 Budget vs. 2007 Budget \$ Change
REVENUE			
Home Lottery revenue	800,000	672,600	127,400
Interest earned	105,300	101,000	4,300
Home Lottery grant	32,000	9,200	22,800
	937,300	782,800	154,500
EXPENDITURES			
Library materials [Schedule 6]	1,443,800	1,443,800	-
Works of art [Schedule 6]	10,500	8,000	2,500
Major equipment replacement	-	500,000	(500,000)
Computer hardware and software	250,000	250,000	-
Library improvements	392,000	220,900	171,100
Furniture and equipment	140,000	150,000	(10,000)
Vehicle	6,000	-	6,000
Branch development project	50,000	50,000	-
Capital expenditures [Appendix A]	2,292,300	2,622,700	(330,400)
Home Lottery expenditures	672,800	639,500	33,300
Interest expense on building lease obligations	144,100	147,400	(3,300)
	3,109,200	3,409,600	(300,400)
Deficiency of revenue over expenditures	(2,171,900)	(2,626,800)	454,900

THE REGINA PUBLIC LIBRARY BOARD
MARCH 14, 2008 CITY COUNCIL BUDGET SUBMISSION
SCHEDULE OF GENERAL FUND EXPENDITURES BY FUNCTION
Year ended December 31

Schedule 3

	2008	2007	2008 Budget vs.
	Budget	Budget	2007 Budget
	\$	\$	\$ Changes
	(Unaudited)	(Unaudited)	
		(Restated)	
Public Service			
Strategic Initiatives			
Strategic Initiatives	212,300	155,000	57,300
Mayor's Mega Minute Reading Challenge	62,000	5,000	57,000
Web Coordinator	47,900	59,600	(11,700)
Virtual Branch	47,600	-	47,600
Deputy Director Public Service Initiatives	40,000	-	40,000
RPL Centennial 2008	25,500	-	25,500
Aboriginal Library Service	25,000	25,000	-
Director System Wide Initiatives	20,500	46,000	(25,500)
	480,800	290,600	190,200
Branch Services			
Department Operating	80,000	93,200	(13,200)
Albert Branch	297,600	266,900	30,700
Connaught Branch	275,600	245,600	30,000
Prince of Wales Branch	183,900	160,000	23,900
George Bothwell Branch	578,700	489,500	89,200
Glen Elm Branch	407,700	385,900	21,800
Regent Place Branch	554,700	533,100	21,600
Sherwood Village Branch	539,200	478,700	60,500
Sunrise Branch	579,400	533,700	45,700
	3,496,800	3,186,600	310,200
Central Public Services			
Information Services	1,002,300	965,300	37,000
Circulation	713,000	610,800	102,200
Department Operating	564,900	552,200	12,700
Central Children's	505,200	445,800	59,400
Literacy Services	308,500	281,700	26,800
Film Theatre	214,000	197,800	16,200
Interlibrary Loan	160,000	145,800	14,200

Outreach	148,500	128,200	20,300
Business Services	77,000	76,300	700
Working Together: Library Community Connections	63,700	141,900	(78,200)
Writer In Residence/Author Reading	18,300	11,600	6,700
	3,775,400	3,557,400	218,000
Collections			
Collections	446,300	440,100	6,200
Dunlop Art Gallery			
Dunlop Art Gallery	433,500	373,600	59,900
Art Projects	304,900	384,000	(79,100)
	738,400	757,600	(19,200)
Total Public Service	8,937,700	8,232,300	705,400
Support Services			
Finance and Administration	599,500	591,300	8,200
Human Resources	574,900	565,400	9,500
Computer Systems	535,200	564,600	(29,400)
Physical Plant	662,700	630,300	32,400
Technical Support Services	486,600	471,200	15,400
Public Relations			
Public Relations	430,300	384,300	46,000
Marketing	72,000	67,500	4,500
Total Support Service	3,361,200	3,274,600	86,600
Administration	1,140,000	1,046,000	94,000
Governance	65,700	74,600	(8,900)
TOTAL EXPENDITURES [Schedule 1]	13,504,600	12,627,500	877,100

THE REGINA PUBLIC LIBRARY BOARD
MARCH 14, 2008 CITY COUNCIL BUDGET SUBMISSION
SCHEDULE OF EXPENDITURES BY OBJECT

Schedule 4

Year ended December 31

	2008 Budget \$ (Unaudited)	2007 Budget \$ (Unaudited) (Restated)	2008 Budget vs. 2007 Budget \$ Change
Wages, benefits and honoraria	9,889,500	9,245,100	644,400
Purchased goods and services	4,240,100	3,978,000	262,100
Interest	191,900	191,300	600
Capital assets other than library materials	838,000	1,170,900	(332,900)
Works of art	10,500	8,000	2,500
Library materials	1,443,800	1,443,800	-
Net expenditures	16,613,800	16,037,100	576,700

THE REGINA PUBLIC LIBRARY BOARD

Schedule 5

MARCH 14, 2008 CITY COUNCIL BUDGET SUBMISSION

SCHEDULE OF CHANGES IN NET ASSETS

Year ended December 31, 2007 (Unaudited)	General Fund \$	Capital Funds \$	Appropriated Reserves \$	Unfunded Employee Benefits Recovered From Future Revenues \$	Net Investment in Capital Assets \$	Total Budget 2008 \$	Total Budget 2007 \$
Net assets, beginning of year (2007 Budget)						21,006,100	21,643,100
Excess (deficiency) of revenues over expenditures	2,076,500	(2,171,900)				(95,400)	(637,000)
Transfers:							
General Fund to Capital Fund	(2,244,300)	2,244,300				-	-
General Fund to Capital Donation Reserve	(1,100)		1,100			-	-
Capital Project Reserve to Capital Fund		213,500	(213,500)			-	-
Capital Fund to Capital Donation Reserve		(181,000)	181,000			-	-
Other Reserves to General Fund	58,800	-	(58,800)			-	-
Repayment of building lease obligations - principal	-	(104,900)			104,900	-	-
Increase in unfunded employee benefits	110,100			(110,100)		-	-
Net change in year	-	-	(90,200)	(110,100)	104,900	(95,400)	(637,000)
Net assets, end of year						20,910,700	21,006,100

THE REGINA PUBLIC LIBRARY BOARD
MARCH 14, 2008 CITY COUNCIL BUDGET SUBMISSION
SCHEDULE OF LIBRARY MATERIALS EXPENDITURES

Schedule 6

Year ended December 31

	2008 Budget \$ (Unaudited)	2007 Budget \$ (Unaudited)	2008 Budget vs. 2007 Budget \$ Change
EXPENDITURES			
Books	970,100	991,600	(21,500)
Electronic information databases	172,300	205,300	(33,000)
Films and videos	178,600	151,400	27,200
Sound recordings	122,800	95,500	27,300
Works of art	10,500	8,000	2,500
Net expenditures	1,454,300	1,451,800	2,500

Note:

The 2008 budget of serials / periodicals of \$125,000 (2007 budget \$125,000) are reflected in the Public Services line of the "Schedule of General Fund Operations" [Schedule 1].

THE REGINA PUBLIC LIBRARY BOARD

Table 1

2008 BUDGET

SUPPLEMENTARY INFORMATION ON BRANCHES (Unaudited)

Library Location	Revenue	Expenditures				Total 2008 Expenditures \$	Total 2007 Expenditures \$
	All Sources \$	Building Lease \$ (Note 1)	Building Operations \$	Staffing \$	Services & Other \$		
Albert	6,500		53,100	225,700	18,800	297,600	266,900
Connaught	13,000		39,000	226,500	10,100	275,600	245,600
George Bothwell	54,300	249,000	61,800	503,800	13,100	578,700	489,500
						with Lease 827,700	with Lease 732,500
Glen Elm	13,900		87,700	310,700	9,300	407,700	385,900
Prince of Wales	4,200		17,600	162,500	3,800	183,900	160,000
Regent Place	28,500	126,700	47,300	370,200	10,500	554,700	533,100
Sherwood Village	41,000		98,800	427,200	13,200	539,200	478,700
Sunrise	37,500		93,400	471,500	14,500	579,400	533,700
	198,900	375,700	498,700	2,698,100	93,300	3,416,800	3,093,400
Totals with Lease:						3,665,800	3,336,400

Notes:

- The remaining Library Locations are owner occupied. No depreciation expense is taken on existing Library buildings.
The George Bothwell lease is capitalized.
- The costs of operating the Central Library Building are budgeted at \$541,700 for 2008 (\$533,600 for 2007).
Central building operating costs have been distributed among Central Library service units (Schedule 3).

Programs & Services Review

Interim Report

Draft – March 12, 2008

Regina Public Library began a review of programs and services in 2007, at the request of the Library Board, as an initiative to advance the Library's Strategic Plan. The primary objective of the Review is to assess community needs and put into place the resources necessary to meet those needs as efficiently and as effectively as possible. This interim report provides an overview of the main initiatives in Regina Public Library's 2008 Budget document.

The Review was undertaken by the Manager of Strategic Initiatives and Library staff members under the guidance of Jeanne Goodrich of Jeanne Goodrich Consulting. She provided valuable guidance and training in the methodology of assessing and evaluating library services. As a professional Librarian, an administrator, manager and author in the field of library management, Ms. Goodrich brought a significant range of expertise and experience to the process.

Much of the work of the Review is being undertaken by Library Committees. In 2007, seven committees were formed to examine the following specific areas:

- Circulation and Delivery;
- Reference and Information;
- Programming;
- Collections;
- Dunlop Art Gallery;
- Facilities; and
- Technology.

Policy, organizational relationships, and the historical development of the Library were also included in the Review. The Review included an assessment of the external environment, a literature review and a review of best practices at other libraries. The Dunlop Art Gallery also began a review of its operations in 2007. Over 50 staff members have participated in or contributed to the Review up to this point.

The mandate of each Committee emphasized that the Review be conducted from the perspective of public service. Each Committee was provided with access to relevant internal reports, studies and statistical data.

Several documents were developed between 1990 and 2005 to assist the Library with matters related to planning, services and service delivery, programming, and governance. These include a *Branch Siting Study* in 1991, *Principles for Planning* in 1992 (updated in 1996), the *Where Ideas Begin* strategic plan covering the years 2001 to 2005, and *Reading Within Our Means*, the Library Task Force report from 2004. The Library's current Strategic Plan is *A New Direction: Setting the Course*.

The completion of the Programs & Services Review will lead to the development of a Service Plan, an operational reflection of the stated needs of the community. Library staff will continue to be involved in the development of the Service Plan, as they have been throughout the Programs & Services Review. The Service Plan will be completed and reviewed by the Board in early fall 2008.

Consultation

RPL has conducted several major consultations in recent years, including a Needs Assessment survey launched in 1995, which was updated and completed in 2004. Focus groups and a phone survey were conducted in the Prince of Wales Branch service area in 2006, probing the needs of the community and how people use the Branch Library.

The next stage of the Programs & Services Review, to be carried out in 2008, will further examine library functions and provide opportunities for public input as part of a multi-faceted consultation process.

Data Collection and Use

The process of assembling information to support the Programs & Services Review revealed that the Regina Public Library's program of information collection and dissemination has been organized to fulfill the requirements of government agencies and library organizations. This is not always the same kind of information that is needed to evaluate services and programs.

The Library has recently introduced software that will permit the Library to more accurately determine use patterns and service areas. This information will be used to assist in the development of the Service Plan.

Staffing and Training

'Library services and the work that staff does to deliver them are changing so rapidly that it's hard to keep up. New tasks are added to staff responsibilities to get the job done. (From 'Staffing for Results' by Diane Mayo and Jeanne Goodrich)

Staff allocations will be reviewed during the development of the Service Plan. Currently, the staff complement sits at approximately 215 positions or 166 FTE's. The division between full-time and part-time positions is 119 full-time (119 FTE's) and 96 part-time (47.62 FTE's). This represents a decrease of 22 positions since 1992. There are 31 professional Librarians: 24 in public service positions; 7 in support or administrative positions, plus one term position.

These allocations will be examined during the development of the Service Plan to reflect RPL's changing role. Traditional library activities such as selecting and circulating materials, answering questions, preparing and delivering programs have expanded to include public relations and marketing activities, human resources and library automation.

The public now expects materials in a variety of media formats, access to computers and staff assistance with navigating the world of electronic information and the Internet. Two positions in RPL are assigned to training, but both positions have been vacant for significant periods in recent years, limiting the ability to develop or deliver a comprehensive training program. The Human Resources Unit is in the process of evaluating these positions.

During 2008, RPL will focus on training staff in Change Management to help prepare the organization to meet community needs expressed through the Service Plan.

Technology

As the number of households with computers grows in Regina, so too does the use of online services to access the Library. Remote computer access to library catalogues, databases and online service functions such as placing holds or specifying delivery locations are having an impact on libraries. For instance, the Mississauga Public Library has noted that selecting material via computer rather than browsing collections in person has resulted in greater use of new materials and less use of older materials. There are, as a result, fewer new materials on shelves.

The citizens of Regina have expressed their views on the importance of technology as a part of library services through various consultations and surveys. In North Central Regina the Community Development Librarian visited 23 organizations as part of the *Working Together Project*. Service needs expressed by this community include computer classes, word processing, and introductions to the Internet, e-mail and websites. Parents requested education that would enable them to assist their children.

In 2004, focus group meetings to discuss library services were held in six communities – Sherwood Village, Cathedral, George Bothwell, Core-Ritchie, North Central and Glen Elm. One of the questions asked how the public feels about the Library's move into non-traditional areas, including Internet access. The responses indicated that the majority of respondents viewed technology and the Internet as important components of library service. There seemed to be recognition that, even if many in the city had access to computers and the Internet, it was important for RPL to make it available for those who do not.

There is evidence that some committed library users do not enter library buildings on a regular basis. The measures currently used capture traditional “visits” and the Library must move beyond these measures in order to record and understand patterns of traffic and use.

Public Computers and Labs

Regina Public Library has an inventory of 327 PCs. Of these, 191 or 58.4% are assigned to staff, 136 or 46.5% to public use. There are 38 public PCs devoted to Internet access. Seventeen of these are located at the Central Library; 21 in the Branches. Availability of public Internet terminals will be one of the elements addressed in the Service Plan.

The Regina Public Library has three permanent computer laboratories. The lab located in the Central Library is primarily focused on supporting the programs of the Literacy Unit. The second is located in the Albert Branch. Another laboratory is located in the basement of the Glen Elm Branch, and is dedicated to staff training. There are two portable labs, one dedicated to the North Central community and the other can be booked by other locations.

Recommendation:

That the availability of public Internet terminals be increased to a level that meets the needs of the Library clients. An array of appropriate software should also be made available.

Cascading

Cascading is employed to introduce new computers into Regina Public Library. In the past, the technical requirements of the Library’s Integrated Library System (ILS) required that new computers be assigned to staff members, with those being replaced and assigned to other staff members. Eventually, these computers are assigned to public functions. Changes in the Integrated Library System (ILS) environment have allowed the Library to reverse this direction so that new PCs purchased in 2008 will be added first to the public floor, and older machines will cascade to staff.

Wireless

The Regina Public Library offers wireless access at two locations: Central Library and the Regent Place Branch. Wireless coverage at Central Library is uneven. Wireless service is generally available at the Regent Place Branch, but the hours and facilities (lack of study or work space) do not permit clients to make the best use of it. The Library’s inadequate electronic delivery infrastructure has made wide-spread implementation of wireless service problematic. At the same time, the availability of wireless services would alleviate demand for the Library’s already limited number of public PCs. As part of the Library’s network infrastructure renewal in 2008, wireless coverage will be extended to more public Library locations.

Web Site

The Library's website represents an important part of the Library's presence. Evidence indicates that as more online services are made available to customers, usage increases. Placing holds over the web, searching catalogues and full-text databases, and using wikis and blogs are now a customer expectation of modern library services. The Library has already experienced a significant response to its blogs and wikis, with ever-increasing levels of activity.

The Technology Committee has recommended enhancement of the Library's web presence through increased staff involvement in the development of content for the website. Recommendations also include online training modules, a Reader's Advisory service online, a Virtual Reference Library, and a permanent online survey inviting comments and feedback about the Library's services, programs and collections.

Recommendation:

That the Regina Public Library website receive the necessary technological upgrades and administrative support so that it can be developed into a Virtual Branch.

Collections

The Collections Committee was established to develop a picture of the status quo related to RPL's collections. The Committee assessed from a service perspective the current state of the Library's collections, selection process, collections policy, and collections-related public input. The Committee has outlined and summarized these results in a written report, and made several recommendations that will be included in the process of developing the Service Plan.

Recommendation:

That RPL initiate an Express Collection program focused on popular materials, as evidenced in library best practices.

Circulation and Handling of Materials

Between 1971 and 2005 the population of the City of Regina increased by 32.1 per cent, from 142,239 to 187,772, according to Saskatchewan Health figures. During the same timeframe, RPL circulation figures increased from 1,063,827 to 2,675,000, a jump of 151 per cent.

The Circulation Committee was charged with the task of assessing circulation from a service and staffing perspective, analyzing the delivery and handling of materials, and seeking alternatives for circulation management and delivery.

Sub-Committees reviewed the mandate of the Horizon Circulation Committee, the staff resources involved in circulation services, with a time study of on-desk duties, material handling system-wide, and inter-Branch delivery of materials. The Review included a comparison to four other western libraries and alternatives to existing service provision. The sub-Committees produced several recommendations that will be studied for implementation during the development of the Service Plan.

Recommendation:

That the Library further investigate Radio Frequency Identification (RFID) technologies with the intent of being able to issue an RFP for an RFID system by the end of 2008.

Recommendation:

That the Library expand self-check services as an adjunct program to RFID implementation.

Reference

The Reference Committee examined reference and information services in Regina Public Library in the following context:

“It would seem that a paradigm shift has occurred [in reference services] but in fact it is the variety and rapid growth of technology along with the user that has changed. Reference service principles and the underlying theory have not changed, only the tempo has increased in everybody’s quest for information and knowledge.” (IFLA. Discussion Group on Reference Work Report. Reference Culture: Change in Theory or Tempo, Oct. 1999.)

The Committee looked at the validity of current statistics gathering processes in service provision, training and facilities issues, and reference collections. Among the Committee’s recommendations and suggestions were that a Roving Reference model be considered for Central Library, and to explore providing a service point for customers using the audio-visual and magazine and newspaper collections on the Mezzanine level.

The Committee also recommended that the current method of tracking reference statistics be analyzed, and consideration be given to counting transactions to broaden the scope of coverage to include non-traditional contacts such as through blogs and other electronic channels. These transactions could be analyzed to track usage patterns.

Other Committee recommendations included determining core reference collections for Central Library and the full-service Branches and tracking, in detail, the use of electronic formats. The Committee also suggested that a list of core competencies for Reference staff be developed, and that they be assessed on an ongoing basis. All of these suggestions will be taken into account as the Service Plan is developed.

Recommendation:

That a Roving Reference model be implemented as a pilot program at the Central Library.

Facilities

The Facilities Committee evaluated Regina Public Library facilities using the criteria described by Anne Marie Madziak in *22 Recent and Enduring Design Trends in Ontario Public Libraries*. Besides being welcoming places, the criteria identify the importance of functionality and ergonomics in library spaces and furnishings, the integration of technology into overall facility design, prominent displays of local information and a visible staff presence. The Committee made individual recommendations for each location. Actions will be taken based on the direction given by the Service Plan.

Programming

RPL offers children's, young adult, adult and specialized programs. RPL also offers a wide range of specialized programming through dedicated Units such as Literacy, the Dunlop Art Gallery and the RPL Film Theatre. Programs are both active (lectures, storytime, etc.), and passive (displays, Stories Plus in a Bag, summer reading, and the like).

Programming is a major library service at RPL and represents a significant investment of resources. The study of programming for the Service Plan is not complete at this mid-point but this section highlights some of the issues under consideration. Regina Public Library delivers a relatively large volume of diverse programming. In 2006, the Library offered 4,123 programs with an attendance of 73,783.

Programming 2006	# of Programs	Attendance	Average Attendance	% of Total Programming	% of Total Attendance
System					
Children's	2,139	48,670	22.8	52%	66%
Young Adult	171	1,724	10.1	4%	2%
Adult	500	9,314	18.6	12%	13%
Literacy	1,017	7,679	7.5	25%	10%
External	296	6,396	21.6	7%	9%
Total	4,123	73,783	18.0	100%	100%

The total number of programs and total program attendance has been relatively stable over the past 10 years, but the overall trend shows a modest but steady decline in attendance.

Training for Programmers

New programmers are trained and mentored by current programming staff. There are opportunities for professional development at national and international conferences, dependent on the number of requests and budget considerations. People are often brought in to teach specific skills such as puppetry techniques, script writing, voice-training and storytelling. A more formalized approach to training would ensure that the Library's objectives and orderly staff succession are addressed.

Current Approach to Programming

Programming at RPL is primarily done by Library Assistants and Librarians as part of their job duties and responsibilities. Adult, Young Adult and Children's Programming Committees meet on a regular basis throughout the year. At present, there are co-ordinators for both the Young Adult and Children's Committees. The Adult Committee currently has a rotating chairperson.

Committees discuss current trends in programming, publishing, education, popular culture and literature, as well as setting schedules for upcoming system-wide programs, making suggestions and plans for staff training and program-sharing sessions. Committee chairpersons are responsible for co-ordinating and implementing system-wide programs and staff training.

Programming Policies at Other Public Libraries

A sampling of programming policies from other public libraries reveals policies with the following characteristics:

- Policies usually link programming to the library's mission, vision statement and other expressions of the library's service priorities. Programming is expected to help achieve the library's general objectives. Sometimes, specific programming objectives are also defined: for example, West Hartford's children's programs promote reading and library use in a social setting.
- Policies sometimes lay out methodologies for planning, evaluating and adjusting programming. For example, Halifax Public Library's policy requires attendance targets to be set and met.
- Policies often affirm the importance of community input into programs.

Film Theatre Programming

In 2007, the RPL Film Theatre showed 122 films (a total of 402 screenings) with an attendance of 10,497. Films are selected by the Film Theatre Co-ordinator based on a number of criteria including programming research and practices, industry trends and standards, revenue generation/cost recovery, long-term audience development and viability of the film to audiences in Regina and surrounding areas.

Most films are first-run, although some second-run films are screened if deemed suitable for the Film Theatre's audience. The Film Theatre charges admission four days per week; admission is free on Wednesdays. The Wednesday program is based on the Library's DVD collection and selected by a staff member from the Central Circulation Unit.

Statistics and Programming

Current information gathering about programming includes inputs such as staff time to prepare programs and outputs such as the number of programs delivered. This information is helpful in the evaluation of program costs, benefits, efficiencies and effectiveness.

Some of these statistics are defined and required by outside agencies such as library organizations and funding or governing bodies. The Programs Committee has made several observations about how the data could be better used internally for evaluation and decision-making purposes. All of these suggestions will be taken into account as the Service Plan is developed.

Conclusion

This interim report provides a glimpse into the extensive work of the Programs & Services Review as context for the direction Regina Public Library is taking with the 2008 budget. While further investigation will continue through much of 2008, the main focus of Review activities for this year is a multi-faceted public consultation process that includes focus groups, surveys, and a consultant-led community planning process. As mentioned earlier, once the Programs & Services Review is completed, Library staff will work with the consultant to develop a Service Plan that will be presented to the RPL Board later this year.

Regina Public Library Q&A

In recent years, there have been a few questions from City Council members that would benefit from the clarity that a written explanation can provide. This document attempts to provide that clarity through the use of a Q&A format.

Q. What is the average per household cost of the proposed 3.9% increase?

- A. On average, the household tax bill would increase by \$4.65 to support the Library's plan.

Q. Why does the Library capitalize but not depreciate its assets?

- A. New Public Sector Accounting rules will require local governments to capitalize and depreciate fixed assets on an annual basis starting with the 2009 year-end. At that point, the City and the Library will account for capital in similar ways.

The Library has long followed a common practice for local government capital whereby the value of assets is capitalized but no depreciation is taken.

Q. Why do the Library's budget and Financial Statements look so different from those of the City?

- A. Also relevant to this point is the discussion under the previous question, "Why does the Library capitalize but not depreciate its assets?" Beginning in 2009, the audited Financial Statements of the Library should closely correspond to those of the City of Regina as both organizations implement the new local government financial reporting model.

The Library prepares both its budget documents and Audited Financial Statements in the same format in accordance with the Public Sector Accounting Standards. The Canadian Institute of Chartered Accountants (CICA) Public Sector Standard states that, "budget information should be presented on a basis consistent with that used for actual results". Using the same format also allows for easy and direct comparison between the budget presentation and the Audited Financial Statements of any given year.

Q. Why does the lease for the George Bothwell Branch have a capital component in the budget?

- A. The decision to capitalize the lease for the George Bothwell Branch was based on guidelines set out by the Canadian Institute of Chartered Accountants (CICA). The lease is designed to cover the construction cost of the building that was specifically built for the Library to occupy for most of the useful life of the building. This supports the decision that the lease be capitalized according to CICA rules.

Q. Explain the transfers outlined on Schedule 5.

- A. Net assets represent the equity of the Regina Public Library. During the year, the Library records its financial transactions, consisting of revenues and expenditures and changes to assets and liabilities, into one of two funds: the General Fund for operating transactions and the Capital Fund for capital transactions. Accumulated surplus for a fund can stay as surplus in the fund if it has not been designated, or can be set aside by the Library Board for a specific purpose and be transferred to a reserve.

Library activities can be funded from any combination of current taxation and other revenue sources, drawdown of reserves, or funded on a pay as you go basis. Schedule 5 shows overall how accounting transactions for the year correspond to funding.

The 2008 budget plan is that expenditures will be funded from current revenues with the following exceptions: reserves are forecast to be drawn down by a total of \$90,000, and \$110,000 of obligations for employee benefits payouts on termination will be funded from future revenues. Net assets of the Library are expected to decline by \$95,000 in 2008.

Q. What is the unfunded employee benefit noted on Schedule 5?

- A. The entry in this Schedule is not a transfer that involves cash and no money is being borrowed. The line in question is an unfunded liability to account for the Library's obligations for accumulated severance pay and sick pay. The Library does not set money aside to support severance pay or sick pay entitlements on termination so this obligation shows up on the Library's Statements as an unfunded liability. As Library's employees' tenure increase, the severance pay for which they are eligible will also increase. This line in Schedule 5 shows how much that liability is expected to increase in the next year. The actual cost of this benefit is charged, annually, to the Administration expenditures budget line. The Library's approach to this unfunded liability is very similar to that of the City of Regina.

Q. Which Library facilities are owned and which are leased?

A. Of the system's nine locations, seven are owned and two are leased. Those owned are:

- Albert Branch
- Central Library
- Connaught Branch
- Glen Elm Branch
- Prince of Wales Branch
- Sherwood Village Branch
- Sunrise Branch

The remaining two locations, Regent Place Branch and George Bothwell Branch, are leased.

Q. What is the cost of the Library's leases on an annual basis?

A. The cost can vary slightly each year, depending upon the lease agreement, but for 2008, the total cost of leases is \$375,700 (Table 1). As noted in an earlier question, the lease for the George Bothwell Branch is capitalized.

Q. What are the Library's owned buildings worth?

A. The Library does not maintain current market data on the value of its buildings but, from the perspective of the Audited Financial Statements, the Library attributes a value to the buildings as an asset. Consistent with the information given in the earlier question "Why does the Library capitalize but not depreciate its assets?", the Library's Financial Statements attribute to each location an amount equal to the original purchase price of the land and building plus the cost of capital improvements over time, and that cost is not yet depreciated. The resulting present "book" values of the seven owned locations (land and building) are:

Albert Branch	\$189,200
Central Library	\$4,429,400
Connaught Branch	\$129,100
Glen Elm Branch	\$1,000,500
Prince of Wales Branch	\$103,800
Sherwood Village Branch	\$1,232,100
Sunrise Branch	\$1,602,800

Q. What are the net expenditures for each Library location?

A. A detailed list of revenue and expenditures, by location, is included as Table 1.

Q. How much does the Library spend on repair and maintenance of the current buildings?

A. An outline of repair and maintenance costs is included as Table 2.

Q. When will the Library produce a long-term capital plan?

A. The Library is currently working with a draft Capital Maintenance Plan and a draft Capital Plan for the period from 2008 to 2013. This Plan outlines significant repairs, maintenance, and replacements necessary for the Library's current buildings. The Library Board expects to be able to release its Capital Plan before the fall of this year.

Q. What are "library materials"?

A. Library materials is the general term used to refer to items purchased to support the Library's lending, research, and informational roles. It includes such categories of items as books, videos, DVDs, electronic databases, CDs, audio tapes, works of art, etc. A breakdown of the Library materials expenditures can be found in Schedule 6 of the budget document.