



2010 BUDGET

*Approved by City Council
April 27, 2010*

*Approved by the RPL Board
February 23, 2010*



2010 Budget

2010 Library Board Levy

2010 Library Mill Rate	1.5401
2010 City of Regina Net Levy Request	\$14,015,200
2010 Grants-in-Lieu	\$982,200
Mill Rate change over 2009	2.9%

Introduction

The Library has settled into its Service Plan, coming through 2009 with many objectives completed and a start on those that will carry through the entire timeline of the Plan. The Library Board has remained on track with its Strategic Plan and looks forward to a review of the Strategic Plan later this year.

Looking through 2010, the Library Board is ready to move plans forward that will build the public libraries that Regina residents have told us that they need. Branch development projects are under way for Prince of Wales and Albert and the first phase of the design process for the Central Library project is near completion. As the Library hits the mid-point of the Service Plan, Regina residents are responding well to the new initiatives.

The support of City Council and the community has been invaluable to the Library Board in its work to set a new direction for public library services in Regina. The plans currently in place are intended to help the Library be effective in meeting community needs while doing so as efficiently as possible.

Last Year in Review

Last year will for a long time be remembered as a time of great change for the Regina Public Library. Initiatives under the Strategic Plan and the Service Plan were accompanied by an internal reorganization that is re-shaping how the library does business and this will position the library for ongoing efficiency. The Library's primary categories of positions have been

redesigned to ensure that job descriptions include the competencies needed to deliver effective and efficient services that fulfill the Library's plans. The allocation of staff throughout the Library has been realigned to match the priorities established in the Library's plans and support a more fluid approach to staff assignment.

The Strategic Plan and its major subcomponent, the Service Plan, met their respective program, service, and planning targets for the year. Using the framework set by the Board's Strategic Plan, *Setting the Course*, a summary of the year's achievements includes:

- Restoring our Branches. The Library's first two branches scheduled for re-development are Prince of Wales and Albert and both projects made significant advances.
 - Prince of Wales. The success of the RPL Home Lottery put the Library in the position of being able to proceed with plans to build a new Prince of Wales Branch. The approval of the Library's *Discretionary Use* application paved the way for public consultation and a planning process undertaken with the City.
 - Albert. The Albert Branch is included in the planning for the North Central Shared Facility. In the late spring of 2009, the concept design for the facility was completed. A proposal for sustainable design was also completed. A committee comprised of all project partners began meeting to work through the integration of programs for the new centre.
- Considering the Future of Central Library. Toward the end of the winter of 2009, the Library Board issued an invitation to qualified firms to begin the design process for a new Central Library. The invitation was written to be as inclusive of as many different ideas as possible. There were eight proposals submitted and a selection committee including community representation recommended that the joint proposal from Harvard Developments and P3 Architecture be accepted. The Board agreed with the recommendation and proceeded to work with these two firms. Planning continued through the rest of the year based on stakeholder consultations, public input, and exploring partner options.
- Telling the Library's Story. Strengthening the Service Plan and inviting the community to rediscover the public library was given a boost through the implementation of a new Communications Plan in 2009. The Plan directs the Library's efforts to support Service Plan initiatives and remind the public about key public library services. The resulting promotional campaign continues through 2010.
- Meeting Community Needs. This area of the Strategic Plan is the primary domain of the Service Plan. Among the program and service improvements made throughout the year, the Library has:
 - Increased open hours at almost all branches to include Friday mornings and, where libraries were open at 10:00 am, hours were changed to 9:30 am;
 - Increased program offering for pre-school children to encourage reading readiness;
 - Established stable wireless Internet access at all nine Library facilities;
 - Worked with the City to plan outdoor spaces at three branch locations – Connaught, Regent Place, and Glen Elm (to be implemented this spring);
 - Moved primary phone lines away from the automated call distribution system so that most incoming calls will be answered by welcoming, helpful, human assistants;

- Continued to stretch the reach of aboriginal programming to more branches throughout the city;
- Integrated the summer reading programs for adults, young adults and children to achieve the greatest impact; and
- Mayor's Mega-Minute Reading Challenge saw another successful year with school aged children reading over 7,000,000 minutes in May.

Significant work was undertaken in 2009 to maintain library buildings, falling generally into the categories of safety and efficiency. The Central Library's front step and ramp were identified as a safety issue in the Central Library assessment report and have been reconstructed (the steps) and resurfaced (the ramp). The Library's loading dock was replaced and now includes a lift system that addresses safety issues. The Central Library's only elevator needed new door operators to ensure accessibility as well as staff and public safety. The Library is gradually replacing fluorescent lighting at many of its locations with a more efficient system and much of Glen Elm's lighting was replaced in 2009.

Advancing Through 2010

The Library's Strategic Plan and Service Plan are intended to be progressive and each year builds on the last. As noted in earlier briefs, different aspects of the Strategic Plan are emphasized at the different stages of its implementation. As the final year of the Strategic Plan's term, the Plan's components have taken shape and the interdependence of the six strategies is evident. The work of 2010 is, as has been the case throughout recent years, a response to community needs and a reflection of what Reginaans have told the Library throughout the many public consultation events that the Library has hosted or sponsored.

Again, using the framework of the Strategic Plan, the Library's plans for 2010 include:

- Restoring our Branches.
 - The Prince of Wales Branch project calls for completion of the tendering process by late spring. Assuming a favourable construction environment, construction will fill the latter half of the year with completion early in 2011.
 - Albert Branch, as part of the North Central Shared Facility, will progress as far as it is able. As a multi-partner project, the Library is not solely in control of the progress of the project but the Library Board has confirmed its contribution for the next phase of the project.
 - The Library's fifth Home Lottery is under way now and each year has been more successful. As the Prince of Wales Branch is built, the Library Board will be in a position to designate the next branch for development through lottery revenues.
- Building a Strong Capital Campaign
 - The Library's Capital Campaign has undergone a minor shift as a result of the capacity assessment conducted by Ketchum Canada, Inc. (KCI). The Board accepted a recommendation from KCI to support branch development with Home Lottery funds and focus the Capital Campaign on the Central Library and major programs.

- The Central Library Development project is key to the Campaign and the concept designs and cost estimates due from the architect this spring will advance the Central Campaign.
- Considering the Future of Central Library
 - The excitement of the Central Library Development Project has triggered the imagination of the entire community and the partnership options and design possibilities are, without exception, engaging the passion of many for the potential of this project for the organizations involved and the for the city. Concept designs will soon be ready for another public open house. A successful public launch will lead to a bit more refinement of the plan and prepare the Library for the next phase of development.
 - With the final concept design, cost estimates will be available and a funding plan will follow.
- Telling the Library's Story
 - The Communications Plan initiated in 2009 continues through 2010 and Regina's will continue to see Regina Public Library programs and services highlighted.
 - The public response to the Library's Service Plan, lottery, and building projects has created its own telling of the Library's story – and the direction that the Library has taken attracts positive attention throughout the city.
- Creating a Welcoming Environment
 - The plans prepared through the winter for outdoor spaces at Regent Place, Connaught, and Glen Elm will be implemented in the spring.
 - The majority of the Library's furniture budget for 2010 is being invested in collections merchandising and creating welcoming, comfortable spaces inside libraries.
 - In some locations, changes in aesthetics, floor plans, public bathrooms, and security support will also contribute to success in this initiative.
- Meeting Community Needs
 - Again, primarily linked to the Service Plan, meeting community needs will continue with many Plan initiatives, including:
 - Longer open hours at George Bothwell that are more closely aligned to the hours of the Southland Mall (the branch will begin opening Monday and Wednesday mornings in April);
 - Rolling out the newly developed (by RPL) online literacy tutor training program;
 - Expanding access to public Internet including a pilot project to lend laptops for use within Regina Public Library facilities;
 - Installing more early learning workstations for pre-schoolers with furnishings to accommodate their use with caregivers;
 - Increasing expenditures for adult fiction, juvenile non-fiction, and e-books;
 - Continuing the very successful Mayor's Mega-Minute Reading Challenge to encourage reading among school-aged children;
 - Featuring artwork from the DAG Permanent Collection throughout all library locations by the end of 2010;

- Enhancing the Library’s role as an integrated cultural institution by hosting more programs and events featuring authors, storytellers, artists and filmmakers;
 - Creating young adult spaces (planning and implementation);
 - Improving self-service options both online and in-person;
 - Reduced wait-times for materials through process and procedural efficiency; and
 - Improving the collection development model to ensure that the availability of resources in areas of interest meets patron expectations.
- On February 2nd, RPL became the last library in phase 1 of implementation of the SILS Millennium system. SILS, the Saskatchewan Information and Library Services Consortium, is a partnership of all public library systems in Saskatchewan. Broadly speaking, the Consortium’s goal is to provide a single library catalogue service to facilitate a “one province, one library card” service for Saskatchewan residents and also takes on delivery of electronic services to public library systems where it is more efficient to do so. At the moment, Regina residents have access at the click of a mouse to half of the province’s public library collections – by late fall, they will have access to all public library collections in the province.

The Library continues an active maintenance program for its buildings and while many maintenance projects are small, this year’s more significant maintenance projects will:

- Repair the roof at Sherwood Village Branch and the roof/clerestory windows at Glen Elm Branch;
- Continue the replacement of fluorescent lighting with energy efficient lighting at Glen Elm, Sherwood Village, and Sunrise Branches;
- Restore the bathrooms at Connaught Branch;
- Replace part of the HVAC system at George Bothwell Branch; and
- Continue the replacement of flooring in public areas at various locations.

Conclusion

The Regina Public Library has come a very long way in recent years. The Board has actively engaged the community to build a responsive public service that strives for efficiency in an environment of ongoing assessment. The Library has gained the support of the community not only in terms of programs and services, but also in terms of putting their money down to purchase Home Lottery tickets that will restore and build branches. It is a very exciting time for Regina Public Library and there is great potential in what is possible for Regina residents. The Library Board thanks City Council for its past support and the Board looks forward to our continued positive partnership.

THE REGINA PUBLIC LIBRARY BOARD
March 15, 2010, CITY COUNCIL BUDGET SUBMISSION
STATEMENT OF OPERATIONS AND FUNDING ADJUSTMENTS

Appendix A

	2010 Budget \$ (Unaudited)	Restated 2009 Budget \$ (Unaudited)	2010 Budget vs. 2009 Budget \$ Change
Statement of Operations			
Revenue:			
Taxes and Grants:			
City of Regina tax levy (Note 1)	14,105,200	13,251,800	853,400
Grants-in-lieu of taxes	982,200	965,900	16,300
Provincial services agreement	553,000	550,000	3,000
Other grants	410,800	435,600	(24,800)
Other revenue	537,000	513,500	23,500
Home Lottery sales and grant	1,334,500	1,250,500	84,000
Total Revenue	17,922,700	16,967,300	955,400
Expenses:			
Operating Expenses:			
Public services	9,753,000	9,316,700	436,300
Support services	3,405,000	3,392,400	12,600
Administration	1,225,700	1,195,500	30,200
Governance	87,900	61,900	26,000
Home Lottery	920,400	788,000	132,400
Total Expenses before Amortization	15,392,000	14,754,500	637,500
Amortization Expense	2,075,000	-	2,075,000
Total Expenses	17,467,000	14,754,500	2,712,500
Annual Surplus from Operations	455,700	2,212,800	(1,757,100)
Funding Adjustments			
Adjustments for non cash operating items			
Amortization of Capital Assets	2,075,000	-	2,075,000
Employment Benefits Expense	122,100	119,200	2,900
	2,197,100	119,200	2,077,900
Funding Provided from Operations	2,652,800	2,332,000	320,800

Note:

- The 2010 tax levy is based on the request for a mill rate increase of 2.9%. The tax levy is forecast net of risk. Supplemental taxes have been forecast at \$90,000.

THE REGINA PUBLIC LIBRARY BOARD
March 15, 2010, CITY COUNCIL BUDGET SUBMISSION
STATEMENT OF OPERATIONS AND FUNDING ADJUSTMENTS

Appendix A

	2010 Budget \$ (Unaudited)	Restated 2009 Budget \$ (Unaudited)	2010 Budget vs. 2009 Budget \$ Change
Capital and Capital Type Expenditures:			
Ongoing:			
Library Materials (Schedule 2)	1,347,200	1,284,000	63,200
Capital Type Building Expenditures (Note 1)	320,000	-	320,000
Building and Land Improvements	80,000	400,000	(320,000)
George Bothwell Lease Payments (Note 2)	228,800	253,000	(24,200)
Information Technology	350,000	250,000	100,000
Furniture and Equipment	147,500	140,000	7,500
Vehicles	30,000	-	30,000
	2,503,500	2,327,000	176,500
Major Projects:			
Prince of Wales (POW) Construction in Progress (Note 3)	1,000,000	50,000	950,000
Total Capital and Capital Type Expenditures	3,503,500	2,377,000	1,126,500
Net Funding Requirements	850,700	45,000	805,700
Less other sources of funds:			
Planned Funding from Reserves			
From Capital Donation Reserve - POW	(1,000,000)		(1,000,000)
From Capital Project Reserve	(273,500)	(266,000)	(7,500)
From Fine Arts and DAG Reserves		(18,500)	18,500
Drawdown of Operating Surplus		(237,000)	237,000
	(1,273,500)	(521,500)	(752,000)
Add other uses of funds:			
Planned Contributions to Reserves			
To Capital Donation Reserve			
Forecast net Home Lottery proceeds	414,100	462,500	(48,400)
Interest	7,000	14,000	(7,000)
To Fine Arts Reserve	1,700		1,700
	422,800	476,500	(53,700)
Net Budget (Note 4)	0	0	0

Notes:

1. Major maintenance will be charged to operations for the 2010 audited Financial Statements.
2. Includes interest payments of \$77,000 to be charged to operations for the 2010 audited Financial Statements
Common Area Costs were moved to public service costs, operating expenses in 2010.
3. Cost estimates include some advance ordering of furnishings, equipment and library materials.
4. 0 indicates a balanced budget.

THE REGINA PUBLIC LIBRARY BOARD
March 15, 2010, CITY COUNCIL BUDGET SUBMISSION
SCHEDULE OF EXPENSES BY OBJECT

Schedule 1

Year ended December 31

	2010 Budget \$	Restated 2009 Budget \$	2010 Budget vs. 2009 Budget \$ Change
	(Unaudited)	(Unaudited)	
EXPENSES			
Wages, benefits, training and honoraria	10,325,500	10,318,500	7,000
Purchased goods and services (Note 1)	5,013,400	4,382,400	631,000
Interest (Note 2)	53,100	53,600	(500)
Amortization (Note 3)	2,075,000	-	2,075,000
Net expenses	17,467,000	14,754,500	2,712,500

Notes:

1. Capital type building expenditures budget of \$320,000 representing major maintenance will also be charged to operations for the 2010 audited financial statements.
2. Interest on the George Bothwell lease budget of \$77,000 will also be charged to operations for the 2010 audited financial statements.
3. Accounting standards now require the reporting of amortization.

THE REGINA PUBLIC LIBRARY BOARD
March 15, 2010, CITY COUNCIL BUDGET SUBMISSION
SCHEDULE OF LIBRARY MATERIALS EXPENDITURES

Schedule 2

Year ended December 31

	2010 Budget \$ (Unaudited)	2009 Budget \$ (Unaudited)	2010 Budget vs. 2009 Budget \$ Change
EXPENDITURES (Notes 1 and 2)			
Books	1,033,200	970,100	63,100
E-audio books	25,000	-	25,000
DVDs	178,000	178,600	(600)
Sound recordings	111,000	122,800	(11,800)
Works of art	-	12,500	(12,500)
Net expenditures	1,347,200	1,284,000	63,200

Notes:

1. The 2010 budget for electronic information databases of \$175,000 (2009 budget of \$172,300) and serials / periodicals of \$125,000 (2009 budget \$125,000) are reflected in the public services line of the "Statement of Operations" Appendix A.
2. The 2010 budget for works of art of \$5,000 is reflected in the public services line of the "Statement of Operations" Appendix A.

THE REGINA PUBLIC LIBRARY BOARD
March 15, 2010, CITY COUNCIL BUDGET SUBMISSION
SUPPLEMENTARY INFORMATION ON BRANCHES (Unaudited)

Table 1

Library Location (Note 1)	Revenue	2010 Expenses						Total
	All Sources \$	Building Operations \$	Staffing \$	Services & Other \$ (Note 2)	Building Lease \$ (Note 3)	Sub-total	Building Amortization (Note 4)	2010 Expenses \$
Albert	4,300	57,500	238,000	11,700		307,200		307,200
Connaught	12,300	54,700	267,400	6,400		328,500		328,500
George Bothwell	61,800	118,900	543,300	9,400	228,800	671,600 with Lease 900,400	85,400	757,000 with Lease 985,800
Glen Elm	14,200	111,600	266,800	6,900		385,300	27,700	413,000
Prince of Wales	4,500	24,200	179,600	4,100		207,900	1,200	209,100
Regent Place	35,600	57,500	391,200	7,400	129,000	456,100 with Lease 585,100	14,300	470,400 with Lease 599,400
Sherwood Village	48,900	115,000	496,200	9,800		621,000	24,100	645,100
Sunrise	43,500	101,100	491,700	8,200		601,000	39,700	640,700
	225,100	640,500	2,874,200	63,900	357,800	3,578,600	192,400	3,771,000
Totals with Lease:						3,936,400		4,128,800

Notes:

1. The costs of operating the Central Library Building are budgeted at \$591,500 for 2010, excluding amortization costs of \$253,000. Central building operating costs have been distributed among Central Library service units.
2. All program expenditures are centralized.
3. The remaining Library Locations are owner occupied.
The George Bothwell lease is capitalized. Common area costs have been included in building operations in 2010.
4. The Albert and Connaught branches are fully amortized.
Amortization for George Bothwell is based on the capitalized lease.
Leasehold improvements for Regent Place have been amortized.