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January 10, 2014

His Worship Mayor Michael Fougere  
and Members of City Council  
City of Regina  
P.O. Box 1790  
REGINA SK S4P 3C8

Dear Mayor Fougere and City Councillors:

Under Section 22, (1) of *The Public Libraries Act, 1996*, the Board of Regina Public Library requests that Council approve the Library mill rate levy request for 2014 of .9126 (\$17,124,300). The Library Board is requesting a mill rate increase of 2.0% for 2014 and will also include \$1,235,000 as projected revenue for grants-in-lieu and forecast supplementary taxes of \$190,000.

Revenue from tax sources can be summarized as follows:

2014 Library mill rate	0.9126
2014 City of Regina net levy request	\$ 17,124,300
2014 Grants-in-Lieu	\$ 1,235,000
Mill rate increase over 2013	2.0%

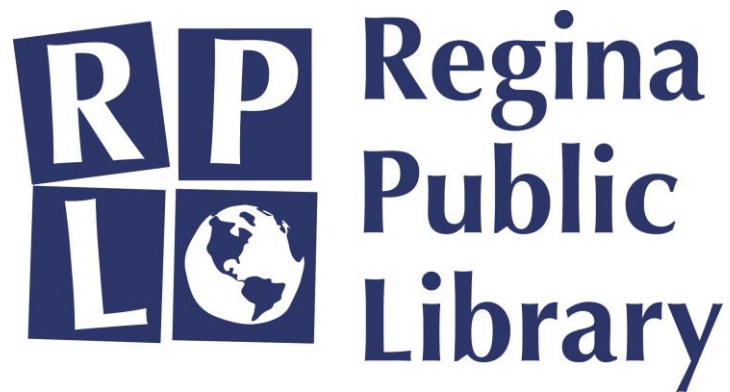
The Regina Public Library Board submits these proposals as citizens entrusted to provide and steward public library services to our patrons, and with the knowledge that the budget presented is required to operate the Library system effectively and efficiently.

Sincerely,

A blue ink handwritten signature, appearing to be 'Darryl Lucke', is written over a large, light blue circular scribble.

Darryl Lucke  
Chair, Regina Public Library Board

Enclosure



## **2014 Mill Rate Request & Budget**

2014 Library Mill Rate	0.9126
2014 City of Regina Net Levy Request	\$17,124,300
2014 Grants-in-lieu	\$1,235,000
Mill Rate change over 2013	2%

## 1. 2013 in Review

The RPL strategic plan, *Looking Ahead – 2011 and Beyond*, provides a high-level summary of how the Library will endeavour to engage “the citizens of Regina by providing a community gathering place where the joy of reading, discovery and lifelong learning is promoted and encouraged”. Each year the Regina Public Library welcomes well over one million visitors, representing 75% of Regina households, who expect and take advantage of these services. It is impossible to detail the thousands of programs and individual services provided to Reginans over the past year but included here is a sampling of how RPL and its expert staff have engaged citizens in lifelong learning.

Right now, community-building connections are being made within the confines of the Regina Public Library (RPL) system.

- Moms-to-be and new moms to Canada are...
  - Learning about government incentive programs and how to register for benefits
  - Bonding at baby story-time programs, *and* making new friends  
*For newcomers to Regina, the value of growing one’s network of friends and support resources is incalculable.*
- Seniors are...
  - Learning about wellness trends or retirement planning
  - Relaxing around a knitting or quilting circle busily creating warmth and opportunities for people less fortunate
- Teens are...
  - Meeting with friends after school or connecting with tutors that are trained to help them with their homework
- Avid readers are...
  - Huddled over newspapers and discussing current events with other civic minded citizens
- Music and magazine enthusiasts are...
  - Downloading items through RPL online services in order to enjoy their latest interest

### **Literacy: Newcomers to Regina – Overcoming the Language Barrier**

Regina Public Library provides its patrons with a portal to the rest of the world and it provides a very important service to newcomers to the city of Regina and area. RPL is a gateway for new Canadians and their families to connect with valuable community resources, learn new skills, and meet new people.

It is widely understood that newcomers are, and will continue to be, a critical source of talent for all employers. RPL will continue to assist by playing a role in helping newcomers and their families gain vital English language skills needed to engage in the community and the workforce.

RPL's Literacy Unit has achieved international recognition for its standards of excellence and innovation in the development of the English as an Additional Language (EAL) program including its learning tools and resources. In addition, in 2013 RPL's Literacy experts introduced the *Literacy Book Club in a Bag* program which has 13 bags in circulation. The *Literacy Book Club in a Bag* was created as a book club for adults who wish to improve their reading and discussion skills. The Bag offers everything needed for a fun and stress-free meeting, including 10 copies of one title, an author biography, and discussion questions.

Other highly successful literacy programs at RPL included:

- The *Literacy is Fun* program, designed for adults with intellectual or developmental disabilities, supports learning through the practice of literacy skills.
- The *Learning Together* program which is an interactive and supportive program for newcomer mothers that provides instruction on the following skill sets:
  - To inform about Canadian social systems;
  - To improve English language and literacy skills;
  - Important issues to mothers, such as nutrition, safety, banking, and health vocabulary.
- RPL's Literacy Unit created the *English as a Second Language (ESL) on-line Tutor Training* tool, which is now being used in 50 locations across the USA. This program, developed by RPL a few years ago, is still widely used and was developed as an accessible tool to increase the number of ESL volunteers.
- RPL's *Literacy Café* where eight computer stations are available upstairs at the Central Branch downtown for independent English study anytime during the Library's open hours. This program is unique in that it delivers:
  - A dedicated area where patrons can learn or improve their English and study for International English Language Testing System or General Education Development exams;
  - Free access to computers equipped with Rosetta Stone language learning programs in a space dedicated to independent study for learners who want to improve their English.
- The *Read Together Regina* program is a partnership with the Regina General Hospital to provide newborns and their mothers with a unique and innovative opportunity where every baby born at the Regina General Hospital goes home with a book bag that contains early literacy resources and books. The baby also receives a Read Together Regina bib and information about obtaining his or her very own library card.

## Programming: More reasons to visit the library in the past year included...

- *Gail Bowen, RPL's Writer-in-Residence*
  - Ms. Bowen is the winner of the Crime Writers of Canada Arthur Ellis Award and author of the beloved Joanne Kilbourne mystery series. Named Canada's Best Mystery Novelist by Reader's Digest in 2008 and more recently cited as one of the 100 Most Popular Contemporary Mystery Authors by Library Unlimited contributors.
- *Dunlop Art Gallery*
  - This summer, the installation "Play" by Kathleen Irwin and Jeff Morton, was a phenomenal success. A bright red upright piano was set up outside of the Central Library and anyone and everyone was welcome to sit down and "play". The response was overwhelming as is evident in this inspiring YouTube video <http://www.youtube.com/watch?v=dEyiHKeCm0U>
- *Grey Cup 101 celebration*
  - RPL commissioned artist Daryl Vocat for a fun expression of artwork entitled "Catch/Play" – three large banners on display in the east-facing exterior windows of Central Library.
  - Further to this, RPL hosted a number of free football-themed programs during Grey Cup week, including *Football 101 for Artists and Other Beginners*, as well as displaying the Grey Cup trophy on the second floor mezzanine.
- *RPL Film Theatre*
  - For nearly 40 years the RPL Film Theatre has been screening the best in world cinema and hosting festivals, forums and exciting events.
  - In December the Theatre made the conversion from 35mm to digital
  - Other activities and programming at the RPL Film theatre included:
    - *Right to Know Week 2013* which featured a number of thought-provoking documentaries
    - *Regina Recovery Day* on September 8<sup>th</sup> where the Film Theatre proudly featured a free screening of the acclaimed documentary, *Recovery Day*
    - **100<sup>th</sup> Birthday of Mahatma Gandhi** was celebrated in the Film Theatre
- *Outreach – Book Lovers and the Visually Impaired*
  - Providing new assistive technologies, for people who are homebound and/or cannot read printed material, like screen reader software, high contact keyboards, print magnifiers for books, magazines, and other documents.
  - Programs for the visually impaired include the *Book Club* and the *Writing Group* for the blind and visually impaired.

- *Summer Reading Programs*
  - RPL's summer reading programs are one response to the body of existing research that validates how important it is that children, as early in life as possible, develop summer reading habits. Laying the foundation for later success, a summer reading program in libraries contributes to the intellectual growth of children and reduces summer learning loss.
    - In 2013 over 4,000 children below the age of 12 joined RPL's *Summer Reading Club*, spending more than 43,668 hours reading.
    - 12,072 children participated with their families in 328 free summer programs around the city, and more than 4,400 entries were received from teens aged 12 to 18 for this year's *Summer Reading Contest*.
    - The showing by adults was impressive too, with over 8,800 entering this year's *Summer Reading Adult Escapes* contest.
- *Teen Programs* include:
  - Jewelry making at the George Bothwell Branch
  - The Teen Lounge at the Connaught Branch
  - The Albert Branch's GirlZone wellness club
  - Artistic programming in the Dun-E Young Artists Group at Central
- *Aboriginal Programs* include:
  - Learning Cree or Ojibway language at Albert Branch
  - Making moccasins at Regent Place
  - Learning how to make your own Tipi at Sunrise Branch
  - Making leather pouch necklaces at George Bothwell Branch
- *Senior Programming* includes learning on saving for retirement, living on a fixed income, or just looking for new ways to be smart about how you spend your money.

## 2. 2014 Budget

The Regina Public Library Board (the Board) adopted six distinct goals in its Strategic Plan, *Looking Ahead – 2011 & Beyond* (the Plan). The Plan runs through to 2020 and targets areas that will provide the Library with the necessary focus on community needs and ensures an approach that is cognizant of the development needs for Library infrastructure. *Looking Ahead – 2011 & Beyond* sets as RPL priorities:

- Branch Renewal
- Central Library Development
- RPL in 2011 and Beyond
- Creating a Welcoming Environment
- Meeting Community Needs
- Fundraising

## Budget Background Information

Through each annual plan, the RPL Board focuses on a subset of six strategic initiatives, such that steps are taken over the span of a year or two to both make progress on that strategy and set the stage for advancement of other initiatives in future years. Individual budget lines are not necessarily attributable to a single strategy, but reflect types of expenditures within the Library's operating context.

The discussion below outlines major initiatives in each strategic area for 2014. In addition to specific initiatives, the Library's budget reflects a general context that includes adjustments for known increases to utilities costs and expected or known inflationary calculations.

The Library's primary source of revenue is taxation through the mill rate and its corollary sources, such as supplementary taxes and grants in lieu. Secondly, RPL receives a resource sharing grant from the Province, targeted grants of various kinds from federal and provincial governments, and self-generated revenues from library fines and fees.

## Budget in Context

The RPL Strategic Plan, *Looking Ahead: 2011 & Beyond*, focuses the Library's attention on six strategies for public library services. While budgetary focus is on a few areas, all will advance through the 2014 allocation of resources. Included below each strategy heading are excerpts from its strategy to frame the discussion that follows.

## Branch Renewal

*Over the next 10 years, RPL will review each location and look at the feasibility of renovating, rebuilding or relocating each of our Branches. These decisions will be based on the needs of the community at the time of the Branch review.*

RPL Strategic Plan, *Looking Ahead: 2011 & Beyond*

Branch renewal is represented in the budget primarily through funds designated for the final design and construction of the North Central Shared Facility (NCSF). Capital partners on the project are the City of Regina, Regina Public Library, and the Regina Public School Board, and work on a construction agreement is underway and expected to be completed early in 2014. The Library's commitment to the project is approved at a maximum of \$2.5 million, and current estimates indicate that amount should be adequate. The remaining maximum of \$1.88 million will be paid over the following three years.

The NCSF is intended to meet the needs of the North Central community and, for each of the capital partners, supports services provided on a city-wide basis. The facility design totals about 100,000 ft<sup>2</sup> and the Library's proportional share is 5%, providing both a physical space for library collections and services and access to common and shared spaces for programming and related activities. Key to the NCSF model is the integration of programs and services with the community so that capital partners and other community organizations will work together to provide a program and service offering to meet the needs of the community. Operational barriers between organizations are minimized to ensure efficient use of resources and support of common outcomes that will strengthen the community.

Not reflected as a separate budgetary item in 2014, but requiring allocation of existing internal resources, is the review of the George Bothwell Branch lease, investigation of options in the area, and either negotiation of a new lease or for a new space. Ultimately, even if the Branch remains in its current location, it is overdue for redesign and updating.

### **Central Library Development**

*It is time to add soul to the heart of the City with a new, vibrant, modern gathering place in downtown Regina. A new Central Library will become a distinguishing city landmark, an anchor for downtown activity, and a model of sustainability. The vision for the new Central Library will incorporate a variety of dynamic and contemporary uses, such as premier arts and culture organizations, versatile meeting spaces, unique street-oriented retail shops and dining opportunities. This new facility will provide the downtown core with an innovative and distinctive cultural presence for Regina residents, tourists and visitors. A new Central Library will also positively impact the visual, cultural and economic wellbeing of our community.*

*RPL Strategic Plan, Looking Ahead: 2011 & Beyond*

In 2009, the RPL Board initiated the current process for consideration of options for the Central Library. Through that investigation, public consultations were held, a number of scenarios were tested, and concept designs and a functional program for a 21<sup>st</sup> Century public library were prepared. RPL will renew this process in 2014 in a call-back to the community to engage in a renewed conversation about the Central Library.

Through the first half of the year, consulting services will be hired to conduct community engagement and input processes. The results of this process will inform further Board discussion and a new or revised Central Library Development plan toward the end of the year.



## RPL in 2011 and Beyond

*We will venture into a new collections approach for neighbourhood Branches. Our new Branch will look more like a bookstore than a traditional library and is designed to make browsing easier and more convenient. These expanded visions move RPL away from the traditional library philosophy and will help evaluate the success of these new features for future renovations in our other Branches.*

RPL Strategic Plan, *Looking Ahead: 2011 & Beyond*

The collections approach referenced in this strategy has been implemented at two RPL branches and is under assessment. If results are positive, the approach will be considered for more locations.

Insofar as it is possible, RPL's budgetary approach moves the Library and its services forward by reallocating existing resources. The area of collections is an exception. While specifically addressing some collections display, marketing, and technology issues in this strategy, its overall intent is to focus RPL's attentions to the future in a way that does not presuppose the safety of traditional and embraces the future possibilities of the public library as a community-focused service. Library collections pose particular challenges for public libraries at this point in history as public needs clearly dictate strong demand for physical books, CDs, and DVDs, while there is also increasing demand for electronic information sources and downloadables.

RPL Collection Leads follow a high-level budget for allocation of resources based on material type but also adjust through the year to meet changing community needs. RPL Collections budgets remained flat for many years until recently, and in 2014 there is a proposed increase of 3.25%. The year will see RPL add more downloadables in e-books and e-audiobooks, as well as introducing video. RPL also expects to add a new service for the visually impaired – a national service that will provide access to both physical and digital content.

Technology plays an important role in RPL's future, and that of public libraries, generally. RPL has been adding self-check machines to new branches built since 2011. Two large branches, Sherwood Village and George Bothwell, have also incorporated this service. This type of self-service model is prevalent in large public libraries and has a track record of reducing repetitive strain injuries among staff, strengthening patron privacy, and minimizing routine service line-ups. RPL will expand its initiatives for patron self-service in the form of self-check machines at RPL locations as well as e-services such as better integration of catalogue search tools into the website and mobile access. The Library commits to further exploration of options for vending machines

both within and outside the Library as well as a *MakerSpace* – a hands-on, collaborative learning workshop where users design, test, and create works while sharing information and knowledge from and for the community.

### **Creating a Welcoming Environment**

With the incorporation of new furniture, shelving and signage in targeted areas, RPL will have new resources to deliver a welcoming environment for families, school-aged children, teens and adults. The RPL Board makes the Library a positive place to work for its current employees and is an employer of choice for future employees.

*RPL Strategic Plan, Looking Ahead: 2011 & Beyond*

The Glen Elm Branch will complete an interior redesign that will bring a new floorplan, new shelving, and new paint finishes. The community surrounding the branch has been changing and the Branch is changing as well. A complement to the new Literacy Café at Central Library, the Glen Elm Branch will have a Literacy Café, serving the needs of those wanting to improve their language skills and those learning English as an Additional Language.

The Central Library will also see service space changes to create study areas, improve comfortable seating, and add more public computers. The scale of cost for significant space reallocations at the Central Library and the near-future decisions about redevelopment of the Central Library make major changes unlikely. At the same time, Central Library is poorly designed and not well outfitted for 21<sup>st</sup> Century public library services. As an interim measure to make the Central Library a more welcoming and engaging public space, the Library will use high impact space strategies that maximize use of public floor space and focus on movable furnishings.

### **Meeting Community Needs**

As a community leader, RPL will use an evidence-based decision making process to review how it is meeting the needs of Regina's new and current citizens. This will include improved hours of operation, new furniture and quality programs, events and services that are delivered in an efficient and cost-effective way.

*RPL Strategic Plan, Looking Ahead: 2011 & Beyond*

Operationally, the guiding process and document for meeting community needs and ensuring focus on the strategic plan throughout the organization is the Service Plan.

The current Service Plan, *Mapping the New Direction*, is past due for review and renewal and is a top priority for 2014. The development process involves extensive community consultation, stakeholder engagement, and quantitative analysis to produce an action plan – a kind of business plan for library programs and services. The process not only provides advancement of the strategic direction of *Meeting Community Needs* but also provides valuable community input into how the Library can fulfill community needs in the other five strategies. Renewing the Plan is primarily covered through consulting fees and internal resources and is expected to set the course for the following four years.

A part of *Meeting Community Needs* is ensuring that the community is aware of the Library's programs and services, developed in response to community-identified needs. Coinciding with Service Plan development and the Board's community engagement process for Central Library Development, the Library will implement the second phase of the awareness and promotion campaign started in the fall of 2013.

For much of 2014, RPL will continue the programs and services outlined in the current Plan and resulting from the ongoing assessment of information gathered on past successes and failures, patron behaviour, community demographics, and available resources.

## **Fundraising**

Profits from these fundraising initiatives will be used to renew our current Library Branches and initiate construction of the new Central Library and downtown Cultural Centre.

RPL Strategic Plan, *Looking Ahead: 2011 & Beyond*

The Library's work in developing a fundraising framework has confirmed the prominence of the Central Library Development project as a catalyst for successful fundraising and development at RPL. Assuming a definitive plan for Central Library Development in late fall 2014, the time is right to hire a Development Manager to guide and lead the program. The Board continues to consider options but at the moment, there are no plans to hold a Library Lottery in 2014.

## **Conclusion**

This budget report highlights only a part of the work before the RPL Board and staff in the coming year. In addition to continuing to offer a full array of programs and services to Regina, the RPL Board sees 2014 as a significant year for future planning. Whether the Central Library, branches, fundraising, technology, or service planning, RPL will be

working with the community to set the course for the future of Regina’s public library services.

The Regina Public Library Board has reviewed its 2014 budget a number of times to ensure that it fits the strategic plan, that it reflects RPL’s capacity to fulfill community needs, and that it represents an effective and efficient operation. The Board’s resulting mill rate request proposes an increase of 2% over 2013 and is required to move RPL forward into the next generation of public library services. The Board thanks City Council and Administration for their past support and looks forward to a continued positive partnership.

**THE REGINA PUBLIC LIBRARY BOARD  
CITY COUNCIL 2014 BUDGET SUBMISSION  
STATEMENT OF OPERATIONS AND FUNDING ADJUSTMENTS**

**Appendix A**

	<b>2014 Budget \$ (Unaudited)</b>	<b>2013 Budget \$ (Unaudited)</b>	<b>2014 Budget vs. 2013 Budget \$ Change</b>
<b>Statement of Operations</b>			
<b>Revenue:</b>			
<b>Taxes and Grants:</b>			
City of Regina tax levy (Note 1)	17,314,300	16,035,500	1,278,800
Grants-in-lieu of taxes	1,235,000	1,153,500	81,500
Provincial services agreement	591,600	591,600	-
Other grants	277,900	282,100	(4,200)
	<b>19,418,800</b>	<b>18,062,700</b>	<b>1,356,100</b>
<b>Other Revenue:</b>			
Other revenue	514,500	562,500	(48,000)
Lottery sales and grant	-	882,300	(882,300)
	<b>514,500</b>	<b>1,444,800</b>	<b>(930,300)</b>
<b>Total Revenue</b>	<b>19,933,300</b>	<b>19,507,500</b>	<b>425,800</b>
<b>Expenses:</b>			
<b>Operating Expenses:</b>			
Public services	11,993,600	11,421,800	571,800
Support services	3,695,300	3,446,200	249,100
Administration	1,187,600	1,519,900	(332,300)
Governance	104,800	114,600	(9,800)
Lottery	-	650,000	(650,000)
<b>Total Expenses before Amortization</b>	<b>16,981,300</b>	<b>17,152,500</b>	<b>(171,200)</b>
Amortization Expense	2,230,000	2,100,000	130,000
<b>Total Expenses</b>	<b>19,211,300</b>	<b>19,252,500</b>	<b>(41,200)</b>
<b>Annual Surplus from Operations</b>	<b>722,000</b>	<b>255,000</b>	<b>467,000</b>
<b>Funding Adjustments</b>			
<b>Adjustments for non cash items</b>			
Amortization of Capital Assets	2,230,000	2,100,000	130,000
Employment Benefits Expense	117,000	127,000	(10,000)
	<b>2,347,000</b>	<b>2,227,000</b>	<b>120,000</b>
<b>Funding Provided from Operations</b>	<b>3,069,000</b>	<b>2,482,000</b>	<b>587,000</b>

Note:

1 Includes supplementary taxes of \$190,000 (2013 \$120,000)

**THE REGINA PUBLIC LIBRARY BOARD  
CITY COUNCIL 2014 BUDGET SUBMISSION  
STATEMENT OF OPERATIONS AND FUNDING ADJUSTMENTS**

**Appendix A**

	<b>2014 Budget \$</b>	<b>2013 Budget \$</b>	<b>2014 Budget vs. 2013 Budget \$ Change</b>
<b>Capital:</b>			
<b>Ongoing:</b>			
Library Materials	1,390,000	1,375,200	14,800
Building	250,000	250,000	-
George Bothwell Lease Payments	200,000	221,300	(21,300)
Furniture and Equipment	180,000	179,000	1,000
Information Technology	375,000	415,000	(40,000)
Land Improvements	-	21,000	(21,000)
Vehicles	75,000	75,000	-
	<b>2,470,000</b>	<b>2,536,500</b>	<b>(66,500)</b>
<b>Major Projects:</b>			
Branch Development (Note 2)	<b>619,000</b>	169,000	450,000
<b>Special:</b>			
<b>Total Capital</b>	<b>3,089,000</b>	<b>2,705,500</b>	<b>383,500</b>
<b>Net Funding Requirements</b>	<b>20,000</b>	<b>223,500</b>	<b>(203,500)</b>
<b>Less other sources of funds:</b>			
Planned Funding from Reserves			
Drawdown of Operating Surplus	-	(224,100)	224,100
From Capital Donation Reserve	-	(232,300)	232,300
From DAG Reserves	<b>(20,000)</b>	-	(20,000)
	<b>(20,000)</b>	<b>(456,400)</b>	<b>436,400</b>
<b>Add other uses of funds:</b>			
Planned Contributions to Reserves			
Forecast net Lottery proceeds	-	<b>232,300</b>	(232,300)
To Fine Arts Reserve	-	600	(600)
	-	<b>232,900</b>	<b>(232,900)</b>
<b>Net Budget (Note 3)</b>	<b>0</b>	<b>0</b>	<b>0</b>

Notes:

2 Cost estimates include Work in Progress for North Central Shared Facility.

3 \$0 indicates a balanced budget.

**THE REGINA PUBLIC LIBRARY BOARD**

Schedule 1

**SCHEDULE OF EXPENSES BY OBJECT**

Year ended December 31

	<b>2014 Budget \$ (Unaudited)</b>	<b>2013 Budget \$ (Unaudited)</b>	<b>2014 Budget vs. 2013 Budget \$ Change</b>
<b>EXPENSES</b>			
Wages, benefits, training and honoraria	<b>12,013,300</b>	11,648,600	364,700
Purchased goods and services	<b>4,913,000</b>	5,398,900	(485,900)
Interest	<b>55,000</b>	105,000	(50,000)
Amortization	<b>2,230,000</b>	2,100,000	130,000
<b>Net expenses</b>	<b>19,211,300</b>	19,252,500	(41,200)

**THE REGINA PUBLIC LIBRARY BOARD**

Schedule 2

**SCHEDULE OF LIBRARY MATERIALS EXPENSES**

Year ended December 31

	<b>2014 Budget \$ (Unaudited)</b>	<b>2013 Budget \$ (Unaudited)</b>	<b>2014 Budget vs. 2013 Budget \$ Change</b>
<b>EXPENSES</b>			
Books	<b>984,000</b>	996,200	(12,200)
E-books	<b>114,000</b>	95,000	19,000
DVDs	<b>198,000</b>	186,000	12,000
Sound recordings	<b>94,000</b>	98,000	(4,000)
<b>Net expenditures</b>	<b>1,390,000</b>	1,375,200	14,800



**THE REGINA PUBLIC LIBRARY BOARD  
2014 BUDGET  
SUPPLEMENTARY INFORMATION ON BRANCHES (Unaudited)**

Table 1

Library Branch Location (Note 1)	Revenue	2014 Expenses						Total 2014 Expenses \$
	All Sources \$	Staffing \$	Services & Other \$ (Note 2)	Building Operations \$	Building Lease \$ (Note 3)	Sub-total	Building Amortization \$ (Note 4)	
Albert	3,300	332,900	8,500	57,100		398,500		398,500
Connaught	11,500	337,900	7,700	49,500		395,100		395,100
George Bothwell	53,300	612,000	18,900	119,400	200,000	950,300	85,400	1,035,700
Glen Elm	13,600	321,500	7,700	117,900		447,100	30,500	477,600
Prince of Wales	7,000	327,300	6,600	53,900		387,800	46,100	433,900
Regent Place	19,200	443,500	8,100	57,900	206,700	716,200	34,500	750,700
Sherwood Village	37,300	570,900	9,800	133,000		713,700	25,000	738,700
Sunrise	37,300	581,000	7,900	128,900		717,800	39,700	757,500
	182,500	3,527,000	75,200	717,600	406,700	4,726,500	261,200	4,987,700

Notes:

1. The costs of operating the Central Library Building are budgeted at \$682,700 for 2014. The building is fully amortized. Central building operating costs have been distributed among Central Library service units.
2. All program expenses are centralized.
3. The remaining Library Locations are owner occupied.  
The George Bothwell lease is capitalized. Common area costs are included in building operations.
4. The Albert and Connaught branches are fully amortized.  
Amortization for George Bothwell is based on the capitalized lease.