



wood buffalo regional library

Melissa Flett, Director of WBRL
Amanda MacPherson, Chair of RMWB Library Board

November 28, 2018

Wood Buffalo Regional Library



- Regional Municipality of Wood Buffalo Library Board
 - *Created via bylaw passed by Council*
- Libraries Act
 - *Sets the legal framework*
- Libraries Regulation
 - *Sets out sound management practices*
- The Library Board is a governing board and is a corporation with full management and control of the public library.

Organization Mandate



- WBRL provides access to information for knowledge and pleasure for our community through diversity of resources and excellence in service.
- Services throughout the Regional Municipality of Wood Buffalo
- Goals for 2019
 - New Plan of Service 2019 to 2024
 - Know Your Community, Celebrate Diversity, Satisfy Curiosity
- Municipal grant funds library services and programs

Community Impact



Community Impact



Community Impact



Community Impact



2019 Grant Request



2019 Grant Request	
Revenue	\$5,181,812
Expense	\$5,479,830
Subsidy Requested	\$4,210,480
Subsidy represents 77% of total expenses	

Previous Year's Financial Information	
Last Fiscal Year End Date	December 31, 2017
Total expenses from previous year	\$5,728,283
Unrestricted Net Assets	\$807,764

Expense Summary



Cost Category	Total Expense	Funded by RMWB
Salary/Wages (30 full time, 12 part time)	\$3,712,700	\$3,060,370
Program Costs	\$365,700	\$298,700
Overhead (utilities, insurance, etc.)	\$1,401,430	\$851,430
Total Budget	\$5,248,820	\$4,210,500

Community Investment History



2019 Request	2018	2017
\$4,210,480	\$4,210,480	\$4,794,000

Request for 2019 remains the same as 2018 funding.

Wood Buffalo Regional Library
2019 Sustaining Grant Analysis

CIP Grant Summary:

				2019 Recommended by CIP	Variance * Recommended vs. Requested
2016	2017	2018	2019 Request		
5,100,000	4,794,000	4,210,500	4,210,480	4,210,500	20

Fiscal Year End	Total Expenses	Unrestricted Net Assets
December 31, 2017	5,728,283	807,764

Notes:

* Variance is due to rounding.

Items not funded by RMWB Sustaining Grant are due to restrictions on usage of other revenue sources.

Budget Line Description	2019 Budget Request	2019 Recommended
Revenues		
RMWB 2019	4,210,480	4,210,500
Operating Grant - Provincial	706,240	-
Donations and Fundraising	148,600	-
Fines, memberships and fees	51,600	-
Interest Income	25,000	-
Other Income	39,900	-
Total Revenues	5,181,820	4,210,500
Expenses		
Wages & Benefits	3,712,700	3,060,370
Amortization of tangible capital assets	550,000	
Rent, utilities and janitorial	567,630	567,630
Programs & Events	137,000	137,000
Library Services	161,700	161,700
Rural Services	67,000	-
General Operations	283,800	283,800
Total Expenses	5,479,830	4,210,500
Total Surplus (Deficit)	\$ (298,010)	\$ -



Sustaining Grant Part A - Organization Summary

Organization Name:	Regional Municipality of Wood Buffalo Library Board
Street Address:	1 C. A. Knight Way
City/Hamlet:	Fort McMurray
Province:	Alberta
Postal Code:	T9H 5C5
Phone Number:	780-743-7803
Website:	www.wbri.ca
Fiscal Year End:	December 31
Act Registered Under:	Please Select
Registration Number:	11892 8399 RR0001

Note: Organization must be in good standing to receive funding.

Main Contact	
Title:	Director
Name:	Melissa Flett
Daytime Phone:	780-743-7803
Email Address:	melissa.flett@wbri.ca
Executive Director	
Name:	Melissa Flett
Daytime Phone:	780-743-7803
Email Address:	melissa.flett@wbri.ca
Board Chair / President	
Name:	Amanda MacPherson
Daytime Phone:	17(1)
Email Address:	BoardChair@wbri.ca

Declaration of Board Members - In making this application, we, the undersigned, confirm that we are authorized by the applicant organization to complete the application and hereby represent to the Regional Municipality of Wood Buffalo's Community Investment Program and declare that to the best of our knowledge and belief, the information provided is truthful and accurate, and the application is made on behalf of the above-named organization and with the Board of Directors' full knowledge and consent.

 Signature of Board Member (must have signing authority)	 Signature of Board Member or Executive Director (must have signing authority)
Amanda MacPherson Print Name	Melissa Flett Print Name
2018-10-17 Date: (Year-Month-Day)	2018-10-17 Date: (Year-Month-Day)

Part B - Board Questionnaire

Are any board members being paid, or receiving an honorarium, for being on the Board or for other positions in the organization outside of their role on the Board? Yes ☐ No ☒

If yes, complete the following table:

Board member name	Paid role on the board / organization	Amount received

What are the restrictions (if any) on becoming a member of your organization or participating in programs or services?

No restrictions to access the Library, regular programs or services. For local residents, the cost of a membership is free. To become a member of the Library, the patron must provide government issued identification and proof of local address.

How often does the Board review the financial position of the agency? What efforts have been made in the past fiscal year to increase the number and types of financial support for your organization?

The Financial Management policy mandates that the Library Board will ensure the Library is managed in a fiscally responsible manner with all aspects of monetary spending accounted for. The Board has full responsibility of financial management of the Library, conducts review of quarterly financial reports, approves the annual audit reports and review and approves the annual budget. The Board's Financial and Legal Committee is responsible for regular review of the actual financial performance against approved budget and is tasked with keeping the Board fully informed of the Library's financial situation and making recommendations regarding the financial policies.

 The personal information collected in this application is collected under the authority of section 33(c) of Alberta's Freedom of Information and Protection of Privacy (FOIP) Act. It will be used to process the application and contact you if needed, during the review of this application. If you have any questions about the collection and use of the personal information you may contact the Community Investment Advisor, at 9909 Franklin Avenue, Fort McMurray, AB T9H 2K4 or at (780) 788-4309.

Part C - Strategic Plan

The Regional Municipality of Wood Buffalo 2018-2021 Strategic Plan focuses on the vision of a vibrant, sustainable region we are proud to call home. It identifies four key strategic priorities to achieve this goal: Responsible Government, Downtown Revitalization, Regional Economic Development, and Rural and Indigenous Communities and Partnerships. The Community Investment Program aims to assist non-profit agencies to achieve the goals and objectives outlined in the Municipal Strategic Plan.

The Sustaining Grant subsidizes organizations to operate and maintain Municipally-owned assets and/or contribute toward the key strategic priorities identified above. Please indicate which category that is applicable to the organization.

- ☒ Operator of a Municipally-owned asset (Please continue to Part E on page 7)
- ☐ Provide programs and services related to the collection, preservation and display of regional heritage and culture in a museum setting (Strategy & Initiatives #1a and #1c)
- ☐ Acts as a collective voice for:
 - a) the development of the arts community (Strategy & Initiative #1f);
 - b) advancement of cultural diversity (Strategy & Initiative #3f); or
 - c) promotion of tourism potential of the Municipality (Strategy & Initiative #3b)
- ☒ Provides strategic programs/services that are of benefit to the entire region

Part D - Organization Questionnaire

What year did the organization complete its last strategic plan?

The Library completed a 2016 to 2018 strategic plan in 2015; new plan currently being developed.

Provide a brief overview of the organization's strategic priorities:

The Library uses a community led service planning strategy to inform our strategic priorities. Our plan was developed by community members and champions who identify gaps and needs within the community. Through the community led service planning approach, the three selected service responses identified to meet those needs were:

- >Know your Community: Community Resources and Services
- >Celebrate Diversity: Cultural Awareness
- >Satisfy Curiosity: Lifelong Learning

As we developed our three year goals and objectives, we incorporated the following values into each initiative:

Sharing with all
 Empowering the community and each other, by providing a supportive and welcoming environment.
 Collaborating with each other to engage in progressive opportunities.
 Diversity in resources, services and relationships.
 Discovery through curiosity and creativity.
 Our Commitment to building an informed and inclusive community.

Update on the Plan of Service for 2018 is attached.

Part D - Organization Questionnaire

Describe the elements, activities, or events of general operations that the organization is seeking this funding for:

On behalf on the Municipality, the Regional Municipality of Wood Buffalo Library Board operates the Wood Buffalo Regional Library, located at the Suncor Community Centre at MacDonald Island Park. The Library provides Wood Buffalo residents of all ages with access to information services, library collections and a variety of programs and resources.

Our Library collections include books, DVDs, CDs, video games, audio books, fun boxes; eResources including downloadable books, magazines, movies and music; electronic databases such as PressReader (to view magazines and newspapers around the world), Solaro (study and exam prep for grades 3 - 12), plus many more.

We offer programs to all ages including story time programs for Children, arts and crafts for all ages, conversation groups, gaming, movies, French language programs, Aboriginal programs, Senior Socials, puppet shows and much more. We host popular events such as Team Trivia, the Banff Mountain Film Festival, Radical Reels, the Elf Workshop, and Speaker Series.

Our general operations include purchasing and cataloging of our Library collection, providing patrons with information services, providing Library services to off site locations including rural communities, providing a variety of programs/events based on community need, partnerships with organizations in the RMWB, marketing of those services to ensure residents are aware of our services, and administration of the organization to ensure it operates effectively.

Explain how the operations/programming will achieve the objectives of the Municipal Strategic Plan as indicated on page 4:



Describe any other funding initiatives the organization has taken or is planning to implement to further support this request for Sustaining Grant funding:

Current Volunteer Information:

	Per Organizational Needs:	Currently Filled:
Program & Services Volunteers	4	8
Fundraising Volunteers	50	28
Committee Volunteers		
Administrative Volunteers		
Total Organization Volunteers (Count each only once)	54	44

WBRL by the Numbers

Memberships

	2018 (January – June)	2017
New Memberships	2,784	5,207
Membership Renewals	1,518	3,153
Total Cardholders	9,623 (June)	9,003 (December)

Visits and Use

	2018 (January – June)	2017
In Person Visits	123,557	248,821
Virtual Visits	52,551	99,378
Total Visits	176,108	348,199
Circulation (volume of items borrowed by patrons)	106,596	204,216
In-house Use (Item used in library but not circulated)	26,234	56,054
Total Collection Use	132,830	260,270

Circulation of online resources	Calculated at year-end	27,204
---------------------------------	------------------------	--------

Public computer use (user sessions)	11,877	24,677
-------------------------------------	--------	--------

Reference transactions	40,935	62,185
------------------------	--------	--------

Interlibrary loans borrowed from other libraries in AB	543	1,347
Interlibrary loans lent to other libraries in AB	1,015	3,237

Collections

	2018 (January – June)	2017
Volumes Acquired	8,888	13,876
Volumes Withdrawn	2,408	10,458
Collection Holdings	2018	2017
Print Items	Calculated at year-end	159,903
Print Subscriptions	Calculated at year-end	2,816
Nonprint Items (CDs, DVDs, Audiobooks, Videogames)	Calculated at year-end	30,484
Total Collections	Calculated at year-end	193,203

Programs		
	2018 (January – June)	2017
In Library Programs	1,565	1,222
Program Attendance		
Children's programs	9,955	14,888
YA programs	1,934	3,592
Adult programs	3,250	3,648
Family programs	3,260	5,866
Other programs	0	4,590
Total Attendance	18,399	32,584
Rural Programs	209	545
Rural Program Attendance		
Children's programs	2,360	7,784
YA	497	427
Adult	27	48
Family	77	529
Other	0	14
Total Attendance	2,961	8,802

WBRL Plan of Service 2016-2018

WBRL annually reviews our progress towards meeting the goals and objectives of our current Plan of Service.

Vision

Our patrons are able to pursue and realize lifelong potential.

Mission

Providing lifelong learning to an engaged community through diverse resources and progressive leadership.

The three selected service responses are:

1. Know your Community: Community Resources and Services
2. Celebrate Diversity: Cultural Awareness
3. Satisfy Curiosity: Lifelong Learning

Service Response: Know your Community: Community Resources and Services

Goal: We will be a pillar of the community through the development and promotion of services and resources to confidently meet the evolving needs of our community.

Objective 1: We will engage our patrons to explore and connect with our community

~~Action 1.1: Circulating Museum Pass: The WBRL met with all parties involved and due to budgetary reasons, we will not be able to move forward on the museum pass at this time.~~

Action 1.2: Offsite programs at various locations: **Ongoing**

Objective 2: We will be a community hub accessible for all

Action 2.1: Central location for promoting community in Library: **Achieved**

~~Action 2.2: Develop and maintain a Know Your Community webpage: Many community events pages already exist. WBRL resources and time would be better spent researching what already exists and compiling links to existing services.~~

Action 2.3: Increased community awareness and engagement by employees: **Ongoing**

Action 2.4: Create a partnership program to highlight different agencies and services in the community (a weekly display or promotion): **Ongoing**

Action 2.5: Support the Welcome Centre through continued partnership with the Newcomer Interagency Network: **Ongoing**

Objective 3: We will have an increased presence throughout the Region

Action 3.1: Library promotion and advocacy plan: **Postponed to 2019**

Action 3.2: Better use of Wiley Wordsworth: **Ongoing**

Action 3.3: Actively partner with new and existing community agencies and participate in public events: **Ongoing**

Service Response: Celebrate Diversity: Cultural Awareness

Goal: Our community is strengthened through the celebration and respect of culture, language and heritage.

Objective 1: Our collection will reflect the diversity of Wood Buffalo.

Action 1.1: Showcase our growing collection through monthly exhibits and displays: **Achieved and Ongoing**

Action 1.2: Expand and promote our English Language Learners, Adult Literacy and World Language Collections: **Achieved**

Action 1.3: Develop in-depth resource guides to better support English language and adult learners: **Achieved and Ongoing**

Objective 2: We will offer increased programming to enhance awareness of our community

Action 2.1: Highlight community celebrations; **Achieved and Ongoing**

Action 2.2: Host innovative programming that highlights our diverse community: **Achieved and Ongoing**

Action 2.3: Intergenerational programming; **Achieved and Ongoing**

Objective 3: We will increase accessibility through the reduction of barriers

Action 3.1: Reduce barriers to accessing library services: **Achieved and Ongoing**

Action 3.2: Cards that do not expire: **Achieved**

Action 3.3: Accessible cards: **Achieved**

Action 3.4: Establish an online payment method for borrower fees: **Ongoing**

Service Response: Satisfy Curiosity: Lifelong Learning

Goal: We will be essential to the lifelong, formal and informal, learning of the Region.

Objective 1: We will keep pace with emerging trends and changing interests.

Action 1.1: Enhance user-experience and access to technology: **Achieved and Ongoing**

Action 1.2: Be informed of changing and current trends: **Achieved and Ongoing**

Objective 2: We will create an environment that embraces learning together, to provide service excellence.

Action 2.1: Develop an ongoing database promotion and training plan: **Achieved and Ongoing**

Action 2.2: Create enhanced reader's advisory strategies: **Achieved and Ongoing**

Action 2.3: Ongoing support and training for staff: **Achieved and Ongoing**

Action 2.4: Develop a resource sharing strategy with our community: **Achieved and Ongoing**

Objective 3: We will foster personal growth through life long leisure learning.

Action 3.1: To liaise with community to pilot a Literary and Arts Festival: **Achieved and Ongoing**

Action 3.2: Create infotainment boxes for patrons: **Achieved and Ongoing**

~~Action 3.3: Human Library: We will not be completing this task due to time limitations, resources and not a core service at this time.~~

Action 3.4: Offer programming that is dynamic and intellectually stimulating: **Achieved and Ongoing**

Action 3.5: We will enhance community collaboration for service delivery: **Achieved and Ongoing**

Measures of Success:

- Annually, management and departments will develop tangible goals and objectives that align with the Plan of Service.
- Bi-annually, the Plan of Service Committee will review progress on implementation.
- Annually in June, the Director and Plan of Service Committee will report on progress to the Library Board as well as provide a communication through the wbrl.ca website.

Tools required to measure success:

- Patron satisfaction survey
- Staff and volunteer satisfaction survey
- Standardized program evaluation
- Partnership agreement and evaluation tool
- Statistics

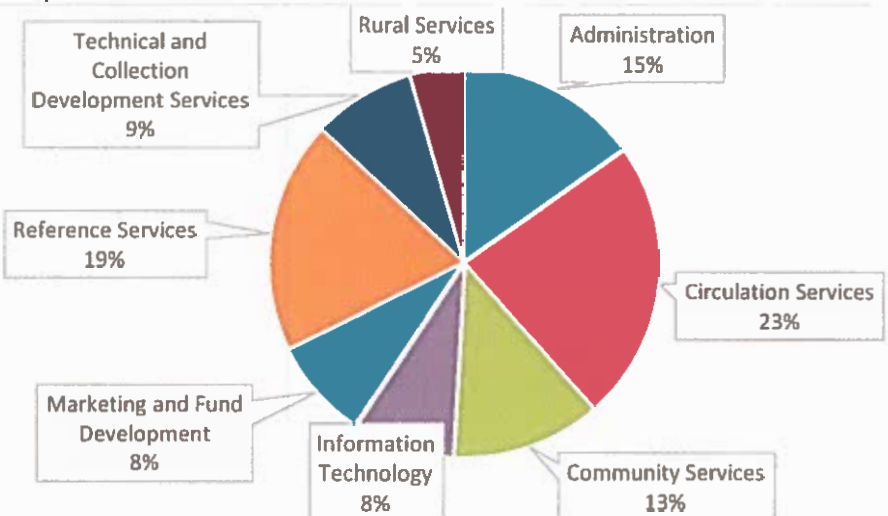
The Regional Municipality of Wood Buffalo Library Board

2019 Approved Budget

Line	DESCRIPTION		BUDGET 2018	BUDGET 2019	Variance		Actual 2017
			\$	\$	\$	%	\$
1	REVENUE						
2	Government transfers						
3	RMWB	81%	4,210,480	4,210,480	0	0%	4,794,000
4	Province Of Alberta	14%	693,928	706,232	12,304	2%	706,232
5	Donations and fundraising	3%	147,600	148,600	1,000	1%	234,682
6	Fines, memberships and fees	1%	60,100	51,600	(8,500)	-16%	35,791
7	Interest income	0%	20,000	25,000	5,000	20%	27,956
8	Other income	1%	32,550	39,900	7,350	18%	24,594
9	Total Revenue	100%	5,164,658	5,181,812	17,154.00	0%	5,823,255
10	EXPENSES						
11	Wages and benefits	68%	3,712,693	3,712,692	(1)	0%	3,804,584
12	Amortization of tangible capital assets	10%	410,000	550,000	140,000	25%	594,451
13	Rent, utilities and janitorial	10%	556,500	567,630	11,130	2%	529,992
14	Programs and Events	3%	166,700	137,000	(29,700)	-22%	242,927
15	Library Services	3%	135,875	161,700	25,825	16%	158,468
16	Rural Services (<i>internally restricted</i>)	1%	62,000	67,000	5,000	7%	
17	General Operations	5%	308,050	283,800	(24,250)	-9%	397,863
18	Total Operating Expense	100%	5,351,818	5,479,822	128,004	0	5,728,285
19	Surplus/Deficit		(187,160)	(298,010)			94,970
20	Less: Library Materials		(347,600)	(318,990)	(28,610)		(374,226)
11	Add: Rural Services Reserve (<i>internally restricted</i>)		62,000	67,000			
22	Add: Amortization of tangible capital assets		410,000	550,000			
23	Impact on Internal Reserves		(62,760)	(0)			

Regional Municipality of Wood Buffalo Library Board

NOTES to 2019 OPERATING BUDGET

Line No.	Description	Note																				
3	Government Transfers – RMWB	No change in request from prior year funding.																				
4	Government Transfers – Province	Includes Operating Grant and On Reserve/On Settlement Grant for 2019. Operating Grant amount same as prior year. Includes On Reserve and On Settlement Grant received in 2017/2018 but no recorded in the 2018 budget.																				
5	Donations and fundraising	Donations and fundraising budget increased \$1,000 or 1%. We are expecting less magazine sponsorship for 2019 and an increase in sponsorship for programs.																				
6	Fines, memberships and fees	Fines, memberships and fees budget reduced by \$8,500 or 16%. While circulation continues to increase, the recover costs associated with late book returns and lost books has not returned to pre-fire numbers (\$41,200 for 2016). The reduction based on figures for 2017/2018.																				
7	Interest income	Interest income will see an increase in 2019.																				
8	Other income	Other income has an increase by 18%. The study/program room fees and the re-introduction of exam proctoring makes up the majority of the increase plus increased revenue brought in from printing at the public computers.																				
9	Total income	Overall, total income is budgeted for an increase of \$17,162.00 over the prior year.																				
11	Wages and benefits	<p>Wages and benefits consists of wages and the employer portion of LAPP, CPP, EI, WCB, and medical, dental and insurance premiums for 30 full time employee portions. Consists of wages, vacation pay and the employer portion of CPP, EI, WCB for part time employees.</p> <p>Total full time equivalents is 42 for 2019.</p>  <table><caption>Wages and Benefits Distribution</caption><thead><tr><th>Service</th><th>Percentage</th></tr></thead><tbody><tr><td>Circulation Services</td><td>23%</td></tr><tr><td>Community Services</td><td>13%</td></tr><tr><td>Administration</td><td>15%</td></tr><tr><td>Reference Services</td><td>19%</td></tr><tr><td>Marketing and Fund Development</td><td>8%</td></tr><tr><td>Information Technology</td><td>8%</td></tr><tr><td>Technical and Collection Development Services</td><td>9%</td></tr><tr><td>Rural Services</td><td>5%</td></tr><tr><td>Other</td><td>8%</td></tr></tbody></table>	Service	Percentage	Circulation Services	23%	Community Services	13%	Administration	15%	Reference Services	19%	Marketing and Fund Development	8%	Information Technology	8%	Technical and Collection Development Services	9%	Rural Services	5%	Other	8%
Service	Percentage																					
Circulation Services	23%																					
Community Services	13%																					
Administration	15%																					
Reference Services	19%																					
Marketing and Fund Development	8%																					
Information Technology	8%																					
Technical and Collection Development Services	9%																					
Rural Services	5%																					
Other	8%																					

13	Rent, utilities and janitorial	As per the agreement with the Regional Recreation Corporation, a 2% increase is budgeted for 2019.
14	Programs and events	Programs and events has a decrease of \$29,700 or 22%. We have a planned reduction in costs for selected events.
15	Library services	Library services has an increase of \$25,825 or 16%. We have increased spending on downloadable content and e-resources.
16	Rural services (internally restricted)	The Library Board has an internally restricted reserve to fund expenses for rural services. This includes costs for travel, vehicle maintenance including the Words On Wheel (mobile library), and community bookshelves.
17	General operations	General operations has a reduction of 9% for 2019. This line item includes legal, insurance, computer maintenance agreements, administrative supplies, facility expenses and marketing/promotions.
18	Total operating expense	Overall, operating expenses has less than a 1% increase over the prior year.
19	Surplus/Deficit	Total deficit for the year is \$298, 010.
20	Library materials	Library materials has a reduction of \$28,610. We have reduced physical materials to reflect the increase in e-content. Materials includes books, audiobooks, DVD's, CD's and videogames.
23	Impact on internal reserves	With the exception of the rural services reserve, the 2019 operating budget will have no budgeted impact on internal reserves.