

2 September 2025

City Clerk's Office
 1084 Central Avenue
 Prince Albert, SK
 S6V 7P3
 Attention: Terri Mercier, City Clerk

Dear Terri Mercier:
 Re: 2026 Proposed Budget – Prince Albert Public Library

Please find the proposed 2026 operating budget for Prince Albert Public Library as approved by the City of Prince Albert Public Library Board on 28 August 2025.

The submitted budget is intended to maintain services and general state of the library at the current level. As with other service providers, we have been impacted by the uncertain economic environment of recent years and request an operating budget of **\$2,575,888.57**, which is a 6.03% increase over the budget submitted for 2025. While the Board is aware of the challenges facing City Council in these difficult times and has regularly sought more substantive funding from the province, current pressures and past deferments necessitate the present request.

	2025	2026	2025/2026 % Change	2025/2026 \$ Change
Library Materials *	\$263,981.75	\$270,670.40	2.53%	\$6,688.65
Building Operation	\$441,982.76	\$458,130.00	3.65%	\$16,147.24
Personnel	\$1,630,790.49	\$1,754,447.17	7.58%	\$90,307.84
Subtotal	\$2,336,755.00	\$2,483,247.57	6.27%	\$146,492.57
City Maintenance	\$42,641.00	\$42,641.00	0.00%	\$0.00
Capital	\$50,000.00	\$50,000.00	0.00%	\$0.00
Total	\$2,429,396.00	\$2,575,888.57	6.03%	\$146,492.57

This amount covers:

- an increase in the library's materials budget in line with inflation, which does not take into account significant rises in shipping costs both domestic and foreign as well as item costs;
- an increase in the building operations budget of 3.65% to address several years of no increases and the effect of economic pressures on maintenance costs;
- a negotiated salary increase for CUPE Local 1788; and,
- a notable increase in our benefits costs due to changes in provincial legislation for providing services to our qualifying part-time staff.

In line with previous years, we are requesting \$50,000 for our capital fund that we intend to use towards funding a future library branch or improvements to the existing structure. The City

Maintenance budget, which covers maintenance to the library building provided by city workers, was added by the City to the Library's operating budget in 2025 and has been added here in keeping with that change.

The Library has continued to grow within the City thanks to the hard work of our library workers and the superb support of the City. Our registered patrons have increased 7.5% over the same time last year, our internet users by 9.6%, room bookings are up 2%, and our web site visits are almost at the same level they were in last December. We continue to demonstrate the value of well-supported library services, again thanks to the City, to the community and economy.

Please feel free to contact me with any questions or should you wish to have further information.

Respectfully submitted,



Greg Elliott
Director of Library Services
Prince Albert Public Library

2 September 2025

City Clerk's Office
1084 Central Avenue
Prince Albert, SK
S6V 7P3
Attention: Terri Mercier, City Clerk

Dear Terri Mercier:

Re: 2025 Additional Capital Expenditure Application – Prince Albert Public Library – Roof

In accordance with section 24 of *The Public Libraries Act*, the City of Prince Albert Public Library Board (the Board) applies to receive capital funding of \$1,000,000 to replace the roof of John M. Cuelenaere Branch Library based upon the recommendations provided by Garland Canada to the City in 2022 and 2024.

In both of Garland's survey reports to the City, the roof was stated to be in a poor condition and requiring substantial repair, with the possibility of starting work in 2025. Between 2022 and 2024, the median cost to replace the roof increased from \$592,500 in 2022 (p.32, 2022)¹ to \$787,500 in 2024 (p.31, 2024)², an approximately 33% increase in the expected costs. Should these costs continue to increase at the same rate, and given the current political and economic situation it is likely they will, the expected cost to replace the roof would be about \$1,050,000. This amount, which is approximately a third of the library's operating budget, far exceeds the means of the library's reserves to fulfil.

The replacement of the roof is absolutely necessary and long overdue. In October 2013, shortly after I had begun working at the library, the ceiling envelope tore leading to the area covered by the paperback collection to be flooded. Last winter for several months without resolution, we had a significant draft blowing through the elevator shaft and deep into the building that made using the elevator a public safety hazard, especially as it froze in place due to a faulty frozen vent about the elevator shaft, possibly due to a failure of the roof's vapour barrier. A frozen elevator places patrons and staff with mobility issues, including people in wheelchairs, parents with very young children in strollers, the staff moving book carts between floors (our mail and processing rooms are in the basement), and our cleaning staff and their equipment. Beyond the worrying safety issue, the waste of energy during the period placed further pressure on the library's operating budget. Other than these notable instances, there have been a number of minor leaks and issues that have been occurring that, if not dealt with promptly, will lead to greater issues.

The Board did submit a request for funding the roof repairs to the Ministry of Education, only to be informed that by the minister that the City had received additional funding from the province and that that might be provided for the purpose, and that the maintenance of library facilities were the responsibility of the municipality in which they were situated. With the likely recurrence of another

¹ Brett Foote (Garland Canada) for Don Cheeseman, *City of Prince Albert Library Roof Inspection*, 26 May 2022. File labelled *Library Roof Report 2022*.

² Brett Foote (Garland Canada) for Neil Hamilton, *City of Prince Albert – Library Roof Assessment*, 13 November 2024. File labelled *City of Prince Albert Roof Assessment – Updated 2024*

freezing draft in the entrance and a frozen elevator shaft looming due to similar failures of the vent above the elevator shaft or of the roof's vapour barrier if no work was done, the Board moved to fund, up to \$35,000, a patching of the roof to deal with some of the worst troublespots. Due possibly to environmental conditions this summer and existing work schedules, this work still has not begun.

The work conducted by Garland was done on behalf of the City and is still ongoing. Why the library was not included in the planned work, especially considering the proposed start date in the reports of 2025, is unclear. If the library could be included in the work with the applied-for funding, this would alleviate a great many issues with the building's envelope (humidity, temperature imbalances, freezing elevators, etc.) and would help make the library a safe and welcoming space.

We hope the City Council looks favourably upon our application in the knowledge that work started sooner will cost less – whether due to inflation or to repair damage to the building, equipment, and the collection as well as possible injury to citizens – than work started later.

Respectfully submitted,



Greg Elliott
Director of Library Services
Prince Albert Public Library

Prince Albert Public Library

Strategic Plan

2025-2030

Inform, Involve, Entertain

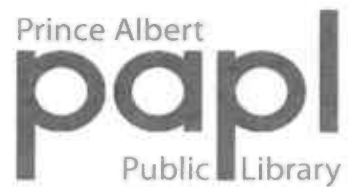


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EXECUTIVE SUMMARY

The Prince Albert Public Library is working toward establishing itself as a cornerstone in the Prince Albert community, in order to remain a vibrant and relevant civic organization. A Strategic Plan has been developed to provide direction.

The following Strategic Plan has three main sections:

- **Section 1: *Inform*** - Belonging Together:
 - Provides an overview of the Library today
- **Section 2: *Involve*** - Learning Together - Five Year Plan:
 - Includes an outline of **Key Action Areas** and their respective **Goals**
- **Section 3: *Entertain*** - Experiencing Together – Next Steps:
 - Next steps are provided to begin setting the implementation of the Plan in motion

1 *INFORM* - BELONGING TOGETHER

1.1 INTRODUCTION

Throughout the world, entering one’s local public library can bring an immediate sense of belonging to one’s community, and by extension, all that it offers, as a portal to the world. Our public libraries are truly a place of belonging for all.

Public libraries offer an individual time alone or time to be together with others to explore and learn. A public library is a place where you can experience anything your heart desires, your mind enquires about, and your spirit calls on you to do.

During the past century, the library service in Prince Albert has grown and evolved substantially from its beginnings. Our library began as a Mechanics Institute, then became a member of a regional library system, and is now a standalone municipal library system with two branches serving the community. John M. Cuelenaere Public Library (JMCPL), named after one of the City’s former mayors, continues to serve as Prince Albert’s central branch of what is now the **Prince Albert Public Library (PAPL)**. It serves as an important, freely accessible public amenity to residents and visitors alike. The **PAPL** is a gathering place for residents, newcomers, and numerous people coming in from communities across central and northern Saskatchewan.

We honour the local wisdom, experience and ancestral founders of this place called Prince Albert. We thank the many people who have helped to shape and guide the Prince Albert Public Library over time and what it is has become today – a vibrant, relevant civic organization.

This document is entitled “Prince Albert Public Library - Strategic Plan 2025-2030 – *Inform, Involve, Entertain.*” This Plan is intended as a guide. It is organized by **Key Action Areas** and **Goals**. All elements of the Plan are interconnected and in relationship with one another. This Plan aligns with the larger municipal vision of the City of Prince Albert and complements the visions set out in other related municipal and community-based plans.

1.2 THE PRINCE ALBERT PUBLIC LIBRARY TODAY

1.2.1 Vision, Mission and Core Values

Vision: *Inform, Involve, Entertain*

Mission: *Belonging, Learning and Experiencing Together*

Core Values

1. *Accessible to everyone*
2. *Safe and welcoming place*
3. *Champion of intellectual freedom*

1.2.2 Current Context

The Prince Albert Public Library consists of a 16,000 square foot (main) branch located downtown Prince Albert which services a population of roughly 150,000 within the community of Prince Albert as well as northern Saskatchewan.

As a municipal public library, the PAPL is governed by a Board of Directors appointed by City Council. The Board hires a Director who reports directly to the Board and is responsible for hiring administrative staff and employees of the Library. The Board and the Administration work together to deliver a quality library experience for the user.

1.3 PLANNING APPROACH

Prince Albert Public Library - Strategic Plan 2025-2030 – *Inform, Involve, Entertain*, herein named *the Plan*, is a ‘living, breathing document’ guiding library policies, actions and initiatives, and informing related work plans, applications and initiatives over the next five years.

This Plan is inspired and prompted by three main motives:

1. *Both experienced and new Board members appointed by City Council.*
2. *Building on the 2020-2025 Strategic Plan.*
3. *Expansion and growth of the City of Prince Albert.*

The planning process began prior to the establishment of the 2020-2025 Strategic Plan, with a planning session grounded in Appreciative Inquiry. Appreciative Inquiry is a facilitative philosophy and approach that focuses on strengths and seeks out the positives to bring people, communities, organizations and groups together to create and implement their shared vision, goals and strategies. The current PAPL Board continues to review and discuss the Strategic Plan on a regular basis.

2 INVOLVE - LEARNING TOGETHER – FIVE YEAR PLAN

2.1 PREPARING THE LIBRARY FOR THE FUTURE

Several critical issues and considerations in relation to the Library have been identified over the years:

- Safe Spaces
- Diverse Population of Prince Albert
- Library Scope and Resourcing
- Library Trends
- The Future of our Facility

These considerations have been incorporated into the goals set out in this Plan.

2.2 KEY ACTION AREAS AND GOALS

The three identified **Key Action Areas** are deemed to be relevant, realistic and relatable – from both a governance and an administrative perspective. Cultural significance is an important aspect in the community and something the Library recognizes and continues to incorporate in the space and through its delivery of programs and services. **Cultural significance** is an overarching theme that has been incorporated into all of the Key Action Areas.

Within this Strategic Plan, each **Key Action Area** includes two relevant **Goals**. From here, these Goals are translated into Action Plans intended for Senior Administration and Board Members to discuss and implement. The **Key Action Areas** and their respective **Goals** are included in the following chart:

	KEY ACTION AREAS	GOAL #1	GOAL #2
1	Facilities and Programs	Develop current and future library spaces that are safe, accessible, inclusive, and welcoming	To ensure timely access to a high quality relevant collection including books, digital resources, and other materials
2	Communication, Marketing and Partnerships	Continue to establish strong connections with other agencies to develop future opportunities	Actively listen to and involve the community to identify future directions for library services and facilities
3	Research and Development	Develop and refine research tools to adapt and maintain relevance	Maintain a consistent long-range budget forecasting and monitoring system

2.3 MONITORING AND REPORTING

Successful implementation of this Plan will depend on whether the Key Action Areas, Goals and resulting Actions can guide future decisions in a variety of contexts over the next five to ten years.

How do we plan to track this progress?

- Dedicate time to review the living, breathing Plan
- Stay in touch with partners and allies
- Cooperate with the City of Prince Albert to continue to offer the best experience

3 ENTERTAIN - EXPERIENCING TOGETHER - NEXT STEPS

3.1 FORWARD PLANNING

The Prince Albert Public Library is well poised to take some courageous next steps. Strategic Plans such as these are safe 'guides' as it is in the real actions that must take place off the pages of these documents where the highest risks are assumed. It requires courage, goodwill and committed intentions entrusted by the Library's Senior Leadership Team - including that of the Board, Administration and other key partners to see the Plan through to fruition.

The library will be a cornerstone in the Prince Albert community and remain a vibrant and relevant civic organization.

In order to work towards this statement, the Library Board and Administration will continue to review the Goals and prioritize Actions to begin implementation. As identified in this Plan, this will include negotiations and approval from City Council, and input from the community.

The steps the Library takes today will require thoughtful discussions with key stakeholders and partners, a mindful focus on maintaining current levels of service to meet daily client needs, and a commitment to pursuing all options as the evidence provides and supports.

With the continued help of the *Board, Administration* and the *Community* over the next five years, the Prince Albert Public Library will be able to successfully *inform, involve, and entertain* every member of our community for years to come!