



From the Library Director and CEO

2021 was a significant year for Regina Public Library. The need to adapt quickly to ever-changing pandemic requirements was not unexpected. Library services were added, invented, removed, and reshaped as necessary.

We also undertook a significant workplace restructuring exercise in 2021. The reorg pinpoints two primary priorities: service innovation and customer service.

It provides a platform from which we can respond to new opportunities, library trends, and offerings, and still commit to providing an excellent customer experience.



The reorg flattens our hierarchy to empower staff to make decisions, helping to build an organization with a broader sense of what leadership is, and spreading decision making across the workplace. We want to ensure all employees feel comfortable sharing ideas, and to encourage people to assume leadership positions and grow with the Library.

Finally, the change is about remaining relevant to our community: we must ensure what we offer is needed and wanted. This change prioritizes finding new ways of doing things and new ideas for serving customers.

Further information on our restructure is provided in this document. I invite you to look through this MD&A to learn more about it and other exciting work RPL undertook in 2021.

Jeff Barber
Library Director and CEO

Management Discussion and Analysis

The Management Discussion and Analysis (MD&A) is intended to provide an explanation of Regina Public Library's (RPL's, the Library's) core business and strategy and explain the financial position and results of operations for the year ended December 31, 2021. The MD&A is the responsibility of management and represents management's expectations as of March 2022.

The MD&A should be read in conjunction with the financial statements and notes to the financial statements as they complement and supplement these documents.

The MD&A contains forward-looking statements based on RPL's estimates and assumptions concerning future results and events. Due to the risks and uncertainties inherent in any forecast outlook, the actual results may differ from those noted in this discussion.

Who we are

Regina Public Library is an urban library system committed to delivering the highest level of service to meet the ever-evolving needs of the people of Regina. Since its inception in 1908, it continues to play an integral role in the social and economic vibrancy of the city.

The library is a local cultural institution with a commitment to literacy in all forms. It provides community members with opportunities to learn and empower themselves, and guidance toward personal fulfillment and success.

This commitment to literacy in all forms is delivered through a range of tools for customers to use and enjoy:

- Eight branches throughout the city, and a Central Library downtown, that offer welcoming and inclusive spaces where people and ideas meet;
- An extensive collection from which to borrow books, DVDs, children's toys, musical instruments, and access to province-wide library resources through the Saskatchewan Information and Library Services Consortium (SILS);
- Online collections featuring eBooks, eAudiobooks, streaming movies and music, extensive databases, newspapers, magazines, courses and workshops, live homework support, and more;
- Dunlop Art Gallery, a nationally ranked gallery offering the best in Canadian contemporary art, with locations at Central Library and Sherwood Village Branch,

provides customers with access to an art rental service and arts and cultural programming;

- RPL Film Theatre, showcasing the best in world and alternative cinema, with ties to, and support for, local filmmakers and artists;
- Access to new technologies including a professional grade recording and film production studio, 3D scanner and printers, and gaming devices including virtual reality stations;
- English as an Additional Language (EAL) services and literacy supports from volunteers trained through a nationally recognized program developed by RPL;
- Programs, speakers, and events for all ages and interests that support discovery, learning, and connection;
- Outreach services for homebound customers and those living with physical impairments;
- Community engagement offering citizens opportunities to explore literacy and learning through spaces other than library branches; and
- Partnerships with other community stakeholders and services to provide shared learning opportunities.

We are committed to enhancing the quality of life in Regina. Through our collections, programs, and services, RPL promotes and supports cultural, economic, educational, and recreational development in the city.

Governance

RPL exists through a bylaw of the City of Regina, and is continued under *The Public Libraries Act, 1996*. The general management, regulation, and control of the library is vested in the Regina Public Library Board of Directors. The Board consists of the Mayor, one City Councillor, and seven members of the public appointed by City Council for two-year terms.

RPL adheres to the provisions of *The Public Libraries Act, 1996*, which provides for the establishment, development, and maintenance of public libraries in the province of Saskatchewan. The Act mandates all public libraries to be part of a provincial library system and ensures equitable access to basic library services by all residents of Saskatchewan.

Saskatchewan Information and Library Services (SILS) Consortium

RPL is a partner in the Saskatchewan Information and Library Services (SILS) Consortium. Formed in 2009, SILS brings together 11 public library systems in the province plus the Provincial Library and Literacy Office, a branch of the Ministry of Education, to provide customers with access to library collections materials across the province. The consortium also enables members to collaborate on joint digital projects and purchases that benefit everyone in the province.

A library card provides all residents of Saskatchewan easy access to materials in over 300 public library branches across the province, and online eBooks, eAudiobooks, eMagazines, and more. The cooperation of public library systems, and a province-wide catalogue, enables citizens to borrow items anytime, anywhere in the province.



Our corporate strategy

In 2016, the Board adopted vision, mission, and values statements for the Library which articulates our strategic direction.

Our Community Vision

An inclusive community of discovery and learning.

Our Vision for RPL

We are a dynamic hub of literacy, lifelong learning, curiosity, and new ideas, integral to the social and economic vibrancy of Regina. We inspire individuality, connection, and diversity.

Our Mission

RPL is a board governed, integrated cultural organization that exists to provide opportunities for discovery and learning in an inclusive, customer-centred, and safe environment. Specifically, RPL offers:

- Free and open access to resources
- Community space where people and ideas meet
- Programs and services that support reading, curiosity, and discovery
- Community opportunities that complement and strengthen the public library offering

Our Values

- Inspiration
- Inclusion
- Service
- Leadership
- Intellectual Freedom
- Accountability and Sustainability



RPL Strategic Plan, 2016–2021

The RPL Strategic Plan, 2016-2021, outlines a set of high-level imperatives necessary for the organization to meet its mission and continue toward its vision. It provides direction for the organization's priorities, envisions a desired future, and defines actions required to achieve that future.

Our strategic imperatives are our highest priority business goals and put into practice RPL's mission, vision, and values via a specific set of objectives. These imperatives provide the foundation for our work, frame our priorities, and focus our efforts:

- To achieve excellence in library governance;
- To maintain a high level of customer-focused library services resulting in public awareness and support for RPL; and
- To vitalize RPL's infrastructure through Central Library development and Branch renewal.

Our strategy encompasses four key areas: Community, Financial, Internal Operations, and Learning and Growth. Each area, in turn, outlines several goals that will form the basis of operational planning.

Community – Our success comes from contributing to our community through:

1. Stakeholders – Valued community partner in social and economic development
2. Customers – Valued community service provider and resource
3. Citizens – A community hub of which our community is proud

Financial – Ensuring accountability and sustainability by:

1. Sound fiscal management, accountable use of resources
2. Enhance operations through appropriate resource allocation to projects
3. Fund physical infrastructure projects through adequate resource allocation (Central Library development and Branch renewal)

Internal Operations – Excelling at those competencies and processes that drive our strategic imperative:

1. Advance technologies to support customer-centred service
2. Public relations, communications, and service consistent with brand
3. Funds development to support capital and operational projects

Learning and Growth – Fostering an environment of organizational learning and personal growth through:

1. Effective planning, project, and change management
2. A customer-centred culture in all we do
3. Stable and effective corporate leadership
4. Effective board governance providing clear definition

Most services RPL offers to the public are free. While many of our offerings are available in our nine locations, we also provide centralized services at Central Library, digital materials and services via our website, and several community outreach programs and external offerings. We work closely with partners throughout the city to support local social and economic development.

RPL branches

RPL branches are community gathering places that inspire everyone to discover, learn, and connect.

Branches offer positive, dynamic meeting places in which people can interact and share ideas. RPL assesses the priorities of customers and citizens and provides resources to support the offerings deemed most important by these groups. Expectations of library offerings vary across the city, and each branch provides its own unique set of services consistent with the needs and wishes of local neighbourhoods and the people in our branches.

That said, we have noted, based on review of our customer's postal codes, that many customers are willing to travel elsewhere in the city for library programs and services.

The following table provides information about the neighbourhoods each of our branches serve.

RPL branches

Branch	Local neighbourhoods
Central Library including Central Children's Library 2311 – 12 th Ave.	Central Square; Cathedral; Downtown; Heritage; Warehouse
Albert Branch (at māmawêyatîtan centre), 3355 – 6 th Ave.	North Central
Connaught Branch 3435 – 13 th Ave.	Cathedral; McNab
George Bothwell Branch (at Southland Mall), 2965 Gordon Road	Albert Park; Harbour Landing; Hillsdale; Lakeview; Whitmore Park;
Glen Elm Branch 1601 Dewdney Ave. E	Dewdney East; Eastview
Prince of Wales Branch (at Core Ritchie Centre), 445 – 14 th Ave.	Al Ritchie; Boothill; Gladmer Park; Heritage
Regent Place Branch 331 Albert Street	Coronation Park; Northeast; Regent Park; Uplands
Sherwood Village Branch 6121 Rochdale Blvd.	Argyle Park; Dieppe; Lakeridge/Walsh Acres; Normanview; Normanview West; McCarthy; Prairie View; Rosemont/Mount Royal; Sherwood; Twin Lakes
Sunrise Branch (at Sandra Schmirler Leisure Centre) 3130 E. Woodhams Dr.	Arcola East

The RPL collection

The RPL collection is the set of physical and digital resources made available for customers to borrow or use. RPL's collection includes books, eBooks, musical instruments, audiobooks, streaming movies, and access to online learning products such as CreativeBug, BrainFuse, LinkedIn Learning, and Mango Languages.

The RPL collection is the backbone of our services. Selection of materials is based on many factors including neighbourhood profiles, assessment of the Library's "holds" lists (books that customers have requested that are currently out, but for which they are willing to wait), and trends, popular culture, and timely events that affect customer interest.

Programming

RPL programming is as diverse as its customers and is offered to families, children, adults, and teens. Program content and subject matter is continuously evaluated to ensure it is relevant to the community, aligns with the library's strategic priorities, and provides opportunity for all Regina residents to discover, learn, and connect.

In the first half of 2021, programs were offered almost exclusively online. The online format provided opportunities to offer diverse programs from experts across the world, while online programs like book clubs and language-learning conversation circles offered opportunities for community connection.

Community engagement

RPL's Community Engagement plan supports relationships with community partners that help ensure the Library is relevant and helpful to the community. We recognize the importance of these partnerships, and of working collaboratively with our community partners. RPL has centralized its approach to partnership development and proactively seeks out and establishes community partnerships at all levels.

While the pandemic forced cancellation of some community events, RPL continued to take opportunities where possible to engage with the community, including participation at the Regina Farmers' Market, by hosting children's programming at community spray pads, and by participating in community events such as the Queen City Marathon. RPL also continued to work collaboratively with partners such as Pro-Bono Law Saskatchewan, the Saskatchewan Writers Guild, Family Services Regina, and the Saskatchewan Health Authority to offer partnered programs and services.

Literacy

The Library provides literacy assistance for English as an Additional Language (EAL) participants and other learners through one-to-one tutors, group tutoring sessions, book clubs, and special programs. Programs are supported by a committed group of volunteer tutors. RPL's commitment to our volunteers includes a comprehensive onboarding and training process, ongoing professional development, and opportunities to engage, share and learn with other volunteer tutors as well as a collection of teaching materials.

Digital innovation and services

RPL offers a range of innovative digital products and services to customers and the community. Led by its Digital Service Innovation team, the Library seeks to eliminate barriers to accessing relevant and useful technology and offering the public access to current and emerging digital tools.

RPL ensures its web and digital products and services are integrated and designed for ease of use and convenience for customers. This includes the integration of the provincial catalogue, library programs, films, exhibitions, and many third-party digital services platforms available from the Library's website.

In-branch offerings include a Digital Media Studio (with professional sound recording studio, green screen, and multimedia production workstations), public computer workstations and WiFi, 3D printers, self-checkout stations for physical material borrowing, virtual reality discovery stations, gaming stations, and a self-serve digitization station for converting historical media formats such as VHS tapes into digital files.

Dunlop Art Gallery

Dunlop Art Gallery is dedicated to researching, engaging, and presenting a diverse range of visual artwork with a focus on contemporary Canadian culture. With its two locations, one at Central Library and one at Sherwood Village Branch, Dunlop seeks to inform the practices and understanding of visual art through activities that include exhibitions, programs, publishing and collecting.

In 2021, Dunlop offered Reginans many creative ways to engage with the arts and learn about diverse and Indigenous cultures. Programs such as art-making workshops, artist talks, and beading circles were delivered online during the first half of 2021, which allowed communities to connect despite gathering restrictions. Once public health measures were lifted, Dunlop shifted to a hybrid program delivery format, allowing audiences to connect both online and in person.

RPL Film Theatre

In the mid-60s, interest in a permanent venue for film enthusiasts grew into a program at the Library: a co-operative effort between the local Film Council and the National Film Board of Canada. In 1975, the RPL Film Theatre was officially launched. The mandate of the RPL Film Theatre is to screen the best in world and independent cinema. It presents critically acclaimed, contemporary, and alternative cinema through the screening of Canadian, foreign, and independent films and documentaries.

In 2021, free film screenings were made available online for RPL cardholders, offering access to digital streaming services such as Kanopy and Hoopla. Film Theatre programs, such as Film School and filmmaker talks, were also delivered online, generating a wider reach, and fostering connections between Regina audiences and filmmakers across Canada.

Outreach Services

The Library provides special services to people who are homebound and/or cannot read printed material due to physical impairment. Outreach Services staff conduct consultations with customers to determine both their needs and interests so they can then make recommendations as to the most appropriate items to borrow from the Library. Materials can be delivered to customer homes, as well as institutions and private care homes.

The Outreach Office area was closed in 2021; however, services such as readers for visually impaired were offered in common spaces at Central Library.

2021 actions and outcomes

Information about RPL's actions and outcomes in 2021 appears below in two sections:

Section One provides information about library programs and services including “business as usual” work and pandemic response activities.

Section Two provides progress on long reaching and high-level projects to advance the goals of the strategic plan.

Section One: 2021 year in review/response to the pandemic

As we made our way through branch openings, closures, and limited capacities we saw firsthand the impacts of the pandemic on our community.

We saw a shift in how our resources and service offerings were used. We learned there is a need for library resources in the community beyond safe and welcoming spaces. Our practical and hands-on resources such as printing, telephones, etc. are crucial to our customers. And we learned that, as our customers and community adapted to a new reality, they expected their public library to be there for them.

Demand for services

The pandemic provided us with a better understanding of how library services are accessed in relation to the socio-economic status of our customers. While the digital divide has always been apparent at and between RPL locations, pandemic-forced closures made it especially evident.

Our suburban libraries (Sherwood Village, Sunrise, Connaught, and George Bothwell) were accessed regularly by customers wanting to borrowing materials (books, DVDs, etc.) Curbside pickup was accessed, and circulation numbers were consistent.

Community hub libraries (Prince of Wales, Albert, Glen Elm, and Regent Place) saw a steady number of visitors and use of computers but had lower circulation. Albert Branch's daily visitor stats show the largest decrease from 2019. This was to be expected as Scott Collegiate students did not attend in-person classes from January to June of 2021.

Comparatively, Connaught continued through 2021 to be a hub for materials pick-ups, either through curbside or in-person.

Use of Central Library changed as downtown workers were forced to work from home. Fewer materials were borrowed at Central and curbside and pickup services weren't used as much as elsewhere. Remaining customers at Central accessed technology, WiFi, and other physical supports – supports that aren't otherwise available to this customer cohort.

Computers in the Community

RPL provided decommissioned computer hardware and start-up technical support to community partners. The initiative began in 2020 when decommissioned computers were provided to Carmichael Outreach. We continued in 2021 by providing computers to the YWCA and the Friendship Centre. We expect to continue this service as opportunities arise.

Print4Me

Access to computers, the Internet, and printers is a continued need, particularly at Central, and the closures created a gap in the availability of this service. Print4Me, which was in place from April 7 to June 30, 2021, was a print-on-demand service to support customers with essential printing. There were about 350 submissions and uptake was highest at Central Library (33% of submissions). Most print jobs included resumés, job applications, immigration forms, and school-related materials.

Social Work Practicum Student

During the 2020-21 school year (winter and spring terms), RPL hosted two University of Regina social work practicum students at Central Library. The students interacted with a segment of RPL customers who required and/or may have benefitted from the supports of a social worker. Topics of discussion included providing contact information and connection to community resources and support in applying for temporary housing.

The program is an example of a mutually beneficial partnership that provided an excellent experience to the student and met a community need to access expert knowledge of the broad array of community supports.

Support for pandemic response

The Library was active with pandemic responses including hosting vaccination clinics, offering customers assistance accessing e-health vaccination records, and distributing rapid Covid tests for the public. The Saskatchewan Health Authority acknowledged RPL as a key partner in many of its public initiatives.

RPL Hotline

RPL's Hotline service was introduced in 2020 in response to the pandemic and continued in 2021. Though its primary function is response to phone calls, the Hotline system also supports email and online chat functions by streamlining workflows and offering consistent responses to frequently asked questions.

Hotline volume across all platforms increased by 54% in the three-month period of November 2021 to January 2022 period, compared to the preceding three-month period of August to October. Library staff are presently reviewing these stats to determine the cause of these fluctuations.

Customer inquiries increased considerably in December as RPL became an official COVID test kits distribution centre.



Customer inquiries, July 13 to Dec 31, 2021

Check It Out Bags

Check It Out bags are a convenient alternative to browsing library shelves by providing a selection of materials based on a specific theme, genre, or age group. Bags are curated by RPL staff based on current trends, popular genres, and the demographics of their service areas. Since the service launched in 2020, RPL has loaned out 4,247 Check It Out bags. This service remains popular with customers, who appreciate the convenience and the element of surprise.

Expanded WiFi perimeter

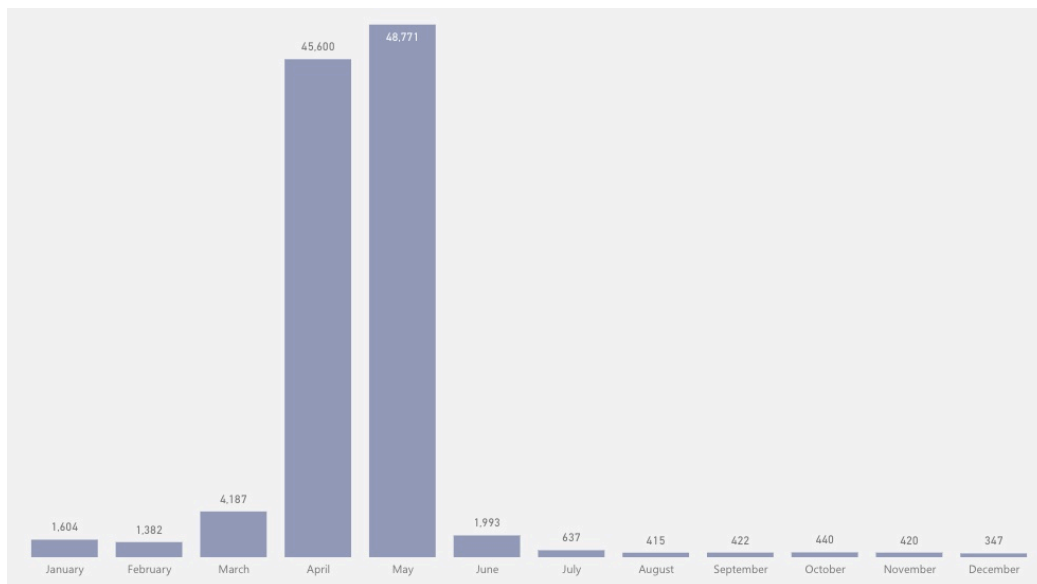
In 2020, RPL expanded the perimeter of its WiFi outside of branches. We continued this service in 2021 and saw a significant uptake from community members.

Community resources information

Some community-based organizations were forced to limit or halt operations during the pandemic, creating confusion and anxiety in the people who needed them. RPL reached out to several organizations to create a community resource guide readily available to those who needed it. The guide was updated continuously as changes occurred. Use of the guide was significant, and plans are being made to continue it.

Curbside pickup

Curbside pickup was introduced at all locations in June 2020. When RPL re-opened in spring 2021, curbside checkouts began to decline, and that trend continued for the remainder of the year. The service will continue into 2022 but may be discontinued if usage stats continue to decline.



Monthly trend of curbside checkouts

Curbside telephones

Curbside phones were available when branches were closed. The phones were appreciated by customers, particularly those who frequent Central Library and Albert Branch at mâmawêyatitân centre.

Central Library: a safe and welcoming downtown destination

Work began in 2019 to ensure Central Library is a safe and welcoming public space. RPL introduced a “greeter” role, partly as a convenience for customers, and as a reminder of staff presence as a method of mitigating issues. Other staff were deployed to roam Central looking for ways to connect with and support customers.

RPL’s Central Library is a key component of downtown Regina, and we continue to work with the City of Regina, Regina Downtown Business Improvement District, and other community stakeholders to boost the downtown experience.

Among our 2021 activities:

- We continued to reconnect with office workers who returned downtown and use Central Library during lunch and after work;
- We continued to enhance Central Library as a downtown destination through events, programs, and services for all ages;
- We participated in the Farmers’ Market and offered opportunities to engage the community through interactive library offerings;
- We offered free lunchtime tours of Dunlop Art Gallery; and
- We hosted events on our mezzanine including Regina Symphony Orchestra concerts, special events, speakers, and more.

Digital supports for the business community

In 2021, RPL continued to increase the amount of digital content available to our business community. Lynda.com, a popular online learning tool available free through the library, merged with LinkedIn Learning, providing RPL customers and others with free access to over 16,000 courses in seven languages. RPL also added the Irwin Law eLibrary which includes works such as *The Law of Contracts*; *Mergers and Acquisitions*; *Canadian Intellectual Property Law*; *Franchise Law*; and *Individual Employment Law*. In 2021 we also introduced the *Compendium of Pharmaceuticals and Specialties* (CPS) database.

3D Printing

3D printing was free while branches were closed. It was a popular service and print queues were full, though customers were limited in the number of jobs they could submit/receive for free. RPL printed about 65 to 90 projects per month while branches were closed.

My Events Guide

My Events Guide is a digital web service that allows library cardholders to create a personalized listing of library programs and events. Guides can be viewed online or delivered to a user's inbox via subscription, and content is updated in real time as new programs are published. This option replaces a very costly, point-in-time print program guide and creates opportunities for enhanced agility in program planning.

My Events Guide was publicly launched in summer 2021 and is growing its subscriber base.

Circulation of physical items

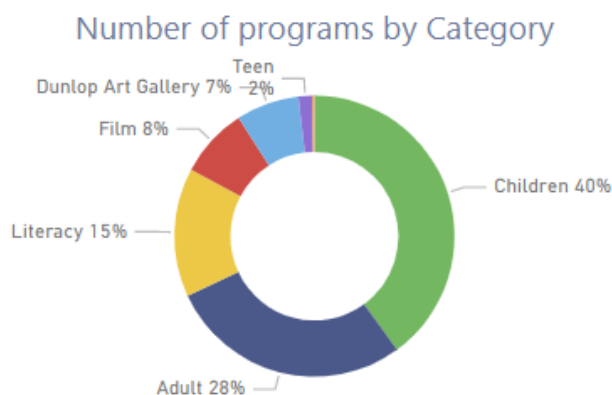
While circulation of RPL's physical items was still below average due to branch closures, reduced hours, and branch capacity limits, numbers remain strong, an indication that our customers continue to appreciate physical books and other materials.

Year	Total checkouts
2019	2.0 million
2020	1.1 million
2021	1.4 million

A hybrid future for programming

Much of RPL's programming switched to online offerings in 2021. All told RPL offered 2,421 programs to 59,127 customers.

The digital platform offered opportunities for library customers to participate in presentations and workshops from presenters around the world. It was often easier for customers to attend virtually, especially in winter months, and the wish to remain anonymous was appealing to some attendees. Conversely, the in-person experience offered live interactions and fostered social connection and different ways of learning.



The popularity of virtual programming for school-aged youth increased in 2021, particularly during the 3:30pm to 5:00pm time slot. Programming provided youth with supports and ways to keep busy after school and while parents were still working. We will continue with after-school virtual programming given its success to date.

The move to digital programming offered new opportunities to review and revitalize adult programming. We are considering ways to leverage the hybrid online/in-person model for the future.

Sun Life Financial Musical Instrument Lending Library

The Sun Life Financial Musical Instrument Lending Library at Regina Public Library is made possible by Sun Life Financial who provided financial support for the first three years to purchase and maintain the musical instrument program. RPL is pleased to continue this program and offer free access to musical instruments to Regina Public Library cardholders through their Making the Arts More Accessible program.

While the program continued in 2021, uptake was less than previous years due to the pandemic.

Section Two: 2021 Strategic Plan highlights

Effective planning, project, and change management

In 2021, RPL leaders used an operational planning process to identify key initiatives and projects for the year. This process continued to evolve and was effective in identifying key initiatives requiring funding in the annual library budget.

Education, training, and experience with RPL's operational planning process, along with increased focus on project management and organizational change management supported improvements in planning processes. This was clearly evidenced throughout the year as leaders planned and executed multiple changes to services and to the workplace as the pandemic progressed.

In the latter half of 2021, RPL put significant focus on strategic planning and developed a draft strategy map and initial measurement plan for 2022 and beyond. The library took steps to review and update the planning process and tools to better support the integration of service planning and operational planning, as well as simplify and streamline general planning and reporting activities.

A customer-centred culture in all we do

RPL developed an action plan to grow a customer-centred culture in its workplace. The plan was informed through examination and assessment of key findings in a recent workforce culture assessment survey and re-assessment of previous employee surveys.

A cross-unit working group was established and met regularly to discuss opportunities and challenges in ensuring the workplace is focused on and committed to customer service excellence.

The organization provided several customer-service training opportunities including:

- support for frontline staff helping customers access early literacy resources;
- support for frontline staff helping customers through the Hotline telephone service; and
- training for specific teams in niche areas of service.

Stable and effective corporate leadership

RPL began a restructuring project in spring 2021 with the intent to flatten senior levels of management by introducing five streams of business: Service Innovation, Customer Experience, Central Library, Branch Libraries, and Finance and Strategy.

The new reporting structure breaks down silos and encourages cross-unit cooperation and synergy to focus on customer experience, responsiveness, and innovation. It is designed to position the library as a resilient organization able to meet the current and future needs of the community.

Effective Board governance providing clear definition

The RPL Board of Directors approved a new corporate strategy map and scorecard in late 2021. The new Map redefines the Library's Vision (Aspiration), Mission (Purpose), and Values in close alignment with past language, the new tone of the strategy, and the library's brand. The theme of customer-centred service plays a stronger role in the new plan, both through inclusion in individual initiatives and the "RPL Experience" as the top level of the plan.

The scorecard was partially populated and will be completed with more detail through the year as the plans for each strategy are developed.

Advanced collaborative tools were installed in the boardroom at Central Library including sophisticated video conferencing, microphones, and a digital whiteboard. These tools help ensure good governance as it provides additional opportunities for the public to participate in board meetings via web-based technology. Plans are in place to implement meeting room technologies in public meeting spaces in early 2022.

The Board also completed work on a revised governance policy manual.

Advancing technologies to support customer-centred service

RPL continued to use Edge, a management tool that helps libraries self-assess alignment of technology resources to community priorities.

RPL identified 58 targeted actions and in 2021 completed 30 of them. Fourteen more are expected to carry forward in 2022 and beyond. Examples of work undertaken in 2021 include:

- Initial design and development of a Digital Workplace for staff using MS Teams. A site prototype was developed and a Digital Workplace Training Centre for staff was initiated;
- Establishment of an Accessibility Review team to evaluate and recommend tools to ensure RPL's website is accessible. The team is on track to significantly improve content accessibility; and
- Introduction of new statistics measurement and reporting tools for social media and website engagement to inform conversations with internal customers about approaches to their work and promoting that work to the public.

Public relations, communications, and service consistent with brand

After introducing the new brand in November 2020, the organization and its leaders began factoring brand into its decision making and planning through exercises such as regular high-level discussions of brand and brand-related issues at Leadership Team meetings.

Several brand-related tools were introduced in 2021 to support employees including a new in-scope performance plan and review process; a revised corporate style guide; document templates; and an online tool for branches to produce their own promotions and signage (offering autonomy for branches to create neighbourhood-specific content).

Research began into an internal brand audit process to provide understanding of the approach and requirements. Use of the tool will begin in 2022.

Fund development to support capital and operational projects

Significant work was done to create an internal case framework and external case for library fund development. A new Director, Development started in October 2021 and continues to develop and make use of the framework.

Additional fund development activities included:

- A direct mail campaign in the summer of 2021 to acquire new donors and raise funds for the purchase of additional Summer Learning Kits for Regina children living in vulnerable circumstances. The campaign yielded approximately 130 new donors;
- A small-scale social media campaign as part of RPL's participation in Giving Tuesday. The campaign yielded several new donors and was the most successful to date in terms of both dollars raised and number of donors – both were more than double compared to any previous year; and
- A database enhancement project initiated in late 2021 to improve donor, gift, and record management. This will allow for a much more organized and planned approach to Development starting in 2022.

Sound fiscal management, accountable use of resources

Risk management continues to play an important role in the Library's planning and monitoring activities and in 2021, the Board approved a risk management framework and policy. Mitigation strategies for identified risks will be assessed regularly and updated as needed by the managers who own each risk. Plans for 2022 include a refresh of the risk register: current risks will be reviewed, potential new risks will be identified, and ratings will be refreshed and presented in a new heat map.

Implementation of new budgeting software began in September 2021. The software will make information readily available to cost centre owners and will bring significant efficiencies to both the budgeting and reporting processes.

Implementation of a cloud-based accounting system began in November and will be completed in the spring of 2022. This avoids a costly upgrade of the current system and positions the library for the future as companies move to cloud-based systems and no longer support on-site systems.

Enhance operations through appropriate resource allocation to projects

Planning began on Sherwood Village Branch to improve customer usability and modernize the look of the branch. Community consultation was undertaken to determine changes the local neighbourhood would like to see in the branch. Initial designs were started in 2021 and work will continue in 2022.

In addition, the library was able to get a head start on some projects planned for 2022:

- The Glen Elm boiler was replaced in late 2021, in time for winter;
- Equipment and materials were purchased for an upgrade to the HVAC control system at Regent Place Branch. We expect the new system will be installed in early 2022, ahead of the original schedule; and
- Work to fix structural issues and to resurface the exterior ramp at the entrance to Central Library was completed in fall 2021.

Fund physical infrastructure projects through adequate resource allocation

Work on Central Library Renewal slowed in 2020 but picked up in early 2021 with a random-sample telephone poll on Central Library Renewal investment. Results from the poll are being incorporated into a needs assessment and project plan.

Further work in 2021 slowed once again due to the pandemic but will pick up again in 2022.

For more information on Central Library Renewal, see p. 44.

RPL is a community hub of which our community is proud & a valued community partner in social and economic development

Throughout 2019, RPL undertook work to ask RPL's stakeholders and the citizens of Regina about their opinions of RPL, and in 2020 worked to analyze the feedback and prepared plans for action to build better citizen and stakeholder perceptions of the Library.

Per plans for 2021, effort was made to better inform people about RPL's program and service offerings and the impact RPL has had on the community. This has included a new social media strategy, improvements to the RPL website, and a user-customizable online program guide, as well as improved messaging regarding RPL's contributions to Regina's economic development that has been included in regular communications and program descriptions.

Other planned activities have been in areas of service development, including leveraging speakers from beyond Regina to address community need. In 2021 RPL offered customers the chance to learn from presenters from across Canada, the US, and around the world in programming that reflects the diversity of our community with programs on everything from Kimchi Basics to Japanese Saori Weaving, from Islamic Art to Stuffed Tandoori Breads.

In 2021, RPL built on existing relationships and forged new partnerships with organizations that serve diverse communities in Regina. Examples include Project Play YQR in partnership with Early Years Family Resource Centre and Decolonize YQR in partnership with Reconciliation Regina.

Continuing work started in prior years, in 2021 RPL continued with its focus on customer service improvements through staff training and improved customer service and digital competency requirements for new hires.

RPL as a valued community service provider and resource for customers

The *RPL Service Plan, 2019-2021* sought to ensure RPL met customer needs and remain an integral part of the community. Many service plan actions have been identified in Section One. Additional actions in 2021 are described below.

Free and Open Access to Resources

- *Customers enjoy greater access to public computers, with fewer restrictions*

In fall 2021, 15 new computers with large screen monitors and child-friendly keyboards were deployed to seven RPL branches. These new computers feature the library edition of Magic Desktop, which provides a safe environment for children to grow and learn.

- *Customers benefit from access to technology and digital services, designed to address social and economic inequality*

Continued popularity of eResources

Demand for eResources (eBooks, eAudiobooks, streaming movies, music, and television) skyrocketed with the pandemic and shows no signs of slowing down. In 2019 digital downloads totaled 220,000. In 2021 there were more than double the number of checkouts (473,000.) Digital circulation accounts for nearly 28% of our overall circulation – a significant increase over years past.

Updates to our digital services in 2021 included relocating our digital magazines to Overdrive (through an app called Libby.) We have also added hundreds of “simultaneous use” eBooks for study groups including schools and book clubs.

- *Expand our collections to reflect and support trends, news, and local community events of interest to Reginans*

There are several examples of how RPL is meeting this goal:

- o The Leader-Post online was introduced at the end of 2020 and is very well utilized;
- o Book award ceremonies are monitored, and multiple copies of award-winning books are purchased to meet customer demand; and
- o Booklists are created and posted online to promote topics of interest and importance to the local community.

Community Space Where People and Ideas Meet

- *Build on existing relationships and forge new partnerships with organizations that serve diverse communities in Regina (e.g., CNIB, Regina Open Door Society, Alzheimer Society of Saskatchewan, Inclusion Regina, etc.)*

RPL staff engaged in partnerships with several organizations to deliver programs to our mutual customers. Partnerships in 2021 included:

- A partnership with Pro Bono Law to offer free family legal advice on Mondays at Central Library;
 - The provision of ongoing library and business presentations from RPL to groups going through employment courses through Regina Immigrant Women Centre; and
 - A partnership with Thrive Counselling to provide free, in-person, drop-in counselling at Central Library and Regent Place Branch.
- *Customers participate in library programs that reflect Regina's growing diversity*

Diverse programming at Dunlop Art Gallery

Dunlop Art Gallery places significant value on identifying, working with, and providing access to historically excluded artists from communities such as Indigenous and black communities, people of colour, the 2SLGBTQ community, and those living with disabilities.

In 2021, Dunlop exhibited the work of Indigenous artist Logan MacDonald who worked with students from Winston Knoll's Deaf and Hard of Hearing Program to produce an exhibition at Central Gallery. Dunlop also exhibited solo exhibitions by Indigenous artist Daphne Boyer and black artist Luther Konadu.

The gallery continued its partnership with Queer City Cinema and offered an exhibition by queer and racially diverse artists Léuli Eshrāghi and Jessica Karuhanga. Dunlop also acquired artwork for its permanent collection made by Indigenous artists Jamie Black and Daphne Boyer.

The gallery offered artist and curatorial talks for the public that included American Sign Language/closed captioning to increase accessibility. It also collaborated with local community organizations including the Regina Open Door Society, CNIB, SaskAbilities, and MultiFaith Saskatchewan to offer a variety of online programs.

The Saskatchewan Visual Art Project, which RPL undertook with MultiFaith Saskatchewan, featured art from 32 local high school students. Originally offered as

an online exhibition, Dunlop staff quickly adapted it and moved it into Central Library upon re-opening. Earlier this year, MultiFaith Saskatchewan presented the Dunlop with an award to recognize its ongoing partnership and commitment to the community.

- *Customers from all stages of life and backgrounds feel welcome and comfortable participating in library programs*

Outreach supports

RPL's physical Outreach Office was closed for much of the year but continued to provide materials for loan including accessible audio formats and large print materials. The library increased access to MP3 audio books and moved assistive technologies, including a text-to-speech device and print enlarger, into the main areas of Central Library. Delivery of materials to homebound customers continued through the pandemic. New accessibility training was provided to customer service staff at Central Library to support Outreach customers.

- *Diversify and increase cultural opportunities to support social cohesion and inclusion, as well as ensure that programs provide avenues for connection to people in different socio-economic and cultural groups*

RPL's shift to online programming allowed it to offer speakers from beyond Regina to address community need. Programming reflected the diversity of the community with programs on everything from Kimchi Basics to Japanese Saori Weaving, from Islamic Art to Stuffed Tandoori Breads.

- *Customers have access to Indigenous programming tied to reconciliation at all library locations*

National Day for Truth and Reconciliation

On September 30, 2021, RPL hosted its inaugural event acknowledging the newly declared National Day for Truth and Reconciliation in Canada. The program included opening and closing prayers, an honour song by a local drum group, a Jingle dance, and reading by Bevann Fox, residential school survivor and author of *Genocidal Love: A Life After Residential School*.

The event was attended by 200 community members, including local media and school classes. Response was overwhelmingly positive, setting a high bar for future RPL events in support of Reconciliation.

Indigenous storytelling sessions

RPL worked with local schools to deliver 50 online storytelling sessions to over 10,000 students, teachers, and members of the public, expanding the reach of Saskatchewan Indigenous Storytelling month.

Response to the online offering was overwhelmingly positive, reflected in a 35% increase over 2020's in-person attendance. Evaluations reveal that students and teachers learned new information, felt increased confidence with the subject matter and were encouraged to continue learning. Customer comments included:

- *Our storyteller was wonderful! Super engaging, knowledgeable.*
- *Thank you very much - great learning opportunity that connects to MANY curricular outcomes :)*
- *Thank you so much! These Zoom calls make your important programs so accessible for school! Please consider continuing these even after the pandemic is over :)*

We are exploring a hybrid model in 2022 aimed at providing options for teachers who wish to connect their students with Saskatchewan Indigenous Storytellers. Already in February 2022, the library worked with local schools and community partners to offer in-person and online programs led by local Indigenous storytellers for Aboriginal Storytelling Month. Approximately 14,000 students, teachers, and community members attended RPL's programs, and feedback indicates it was a positive, informative, and engaging experience for presenters and participants alike.

Decolonize YQR: Monthly TRC workshops

RPL partnered with Reconciliation Regina to present monthly workshops facilitated by Indigenous community leaders dedicated to supporting a safe, diverse, and inclusive environment that educates, energizes, and inspires creativity and transformation.

These workshops help ensure the library addresses issues of relevance to the community, while creating space for dialogue and discussion. Topics have included:

- Understanding Colonization;
- Decolonizing our Minds;
- Hearts, Urban Spaces, and Decolonization and Racism;
- Decolonizing the Workplace; and
- Reconciliation and Art.

Attendance was high, averaging 55 participants per program. Customer comments were overwhelmingly positive:

- *I am mixed-race Polynesian, first generation born and raised in the US. The speakers reminded me very much of my mother and grandmother and the experience of decolonizing thinking through the practice of listening to elders and storytelling. I would recommend to those looking to have that experience and found it nourishing and healing.*
- *Fantastic presentation. I learned so much!*
- *I applaud RPL for initiating this series and truly hope that many people learned from John Lagimodière's excellent, condensed overview of the History of Métis People, and are inspired to read and explore more of the recommended resources. I hope readers and listeners are also moved to increase their children and grandchildren's learning of, and respect for, Indigenous History and Indigenous People. Thank you for this very informative and very inspirational beginning.*

We plan to continue the series in 2022.

Programs and Services That Support Reading, Curiosity, and Discovery

- *Customers will benefit from programs and services that connect them with professional creators*

Connecting with local artists

Dunlop Art Gallery developed myriad programming in this area through artist talks, art school, Instagram takeovers, and online film school where filmmakers discuss their work, to name a few.

Examples of these offerings include partnerships with artists Jennie Suddick, Jonathan Carroll, and Cat Bluemke to create a community-generated digital artwork that explored the many legends and stories of ghosts in Regina. This work was displayed at Nuit Blanche Regina at the end of summer.

Dunlop also worked with Artist Baco Ohama for her project Regina Walks, part three of her Poetic and the Pandemic project. Baco collaborated with local artists Joely BigEagle-Kequahtoway, Iris James, Zoë James, Savannah Kosteniuk, Barbara Meneley, Gary Varro, and Mark Wihak who all generously offered to text walk various neighbourhoods and streets in Regina for this project. These works were presented in Dunlop's Digital Lounge, online, and in the RPL Film Theatre in the fall of 2021.

- *Customers from all life stages will have access to digital, visual, media, musical, maker, and other cultural experiences*

Co-creating library programs

Dunlop Art Gallery, RPL Film Theatre, Digital Media Studio, and the Community Engagement and Programming Unit are working together to expand customer experience with a “cross pollination” of library offerings. For example, a family storytime may be supplemented with a short children’s film, musical performances by local independent musicians, and animation workshops offered by the Digital Media Studio.

- *Regina students, teachers, parents, and community organizations recognize the library as a trusted partner that supports student success*

Literacy services at City PlayEscapes locations

Building on the success of our 2020 partnership with the City of Regina, we expanded our collaborative efforts with the PlayEscapes program to provide literacy training to all PlayEscapes staff, who now have a greater understanding of the importance of summer learning. We installed temporary libraries in three PlayEscapes locations and continue to distribute Summer Learning Kits to PlayEscapes campers.

Over 1,000 Regina children living in vulnerable circumstances received one of RPL’s Summer Learning Kits, which contain books and activities that support and inspire learning at home during the critical summer months.

Level Up!

RPL’s summer learning program was redesigned in 2021 to focus less on prizes in favour of providing children with a broad range of fun and engaging reading and learning activities. We adapted our in-person presentation strategy and created easily accessible online presentations to promote *Level Up!* in classrooms.

Over 4,500 children participated in classroom presentations customized for three different age ranges. Feedback from teachers was exceedingly positive, and will inform a hybrid approach for 2022, with both online and in-person options for teachers to choose from.

Community Opportunities that Complement and Strengthen the Public Library Offering

- *Provide access to community services delivered by trusted and knowledgeable partners*

Free training resources

RPL received a grant from the University of Regina to compile a list of free or nearly-free training resources geared to smaller non-profits that have little to no training budget. RPL is part of the Community Well-Being Table, a group of over 100 community groups in Regina providing services to vulnerable populations. This group will be the primary target for these learning resources though it will be more widely available.

iPads for Outreach customers

A grant from the United Way enabled RPL to purchase iPads for older adults and other Outreach customers to combat social isolation, learn new digital skills, and utilize RPL digital offerings. This program serves as a pilot project to determine whether RPL should provide more mobile device/technology lending services.

Capability to deliver results

Supporting resources are essential to execute on RPL's strategy and achieve planned results. While many of these improvements are not directly visible to RPL's customers, they are critical to improve customer service and programs. This section outlines improvements and changes made throughout 2021 to advance the capability of RPL to deliver on its outcome targets.

Human capital and workforce management

RPL Staff

Our main priority with staff in 2021 was to help them stay healthy and engaged, a task that became more difficult as the pandemic wore on. The library, subject to public health orders, was, at various times, closed to the public, open with limited capacities and hours, or fully open with pre-pandemic capacities and hours. Throughout the year vacancies were managed and, if possible, left unfilled to ensure services could be offered effectively and efficiently, without the need for long-term layoffs. Though successful, this strategy was put to the test as public health orders changed quickly and RPL had to adapt just as quickly to fill vacancies to meet customer service requirements.

Staff showed their resiliency as they responded to the changing requirements and provided excellent customer service, whether in-person, through our Hotline call centre, or through curbside services. Staff who were working from home continued to do so until July 2021, at which point all staff returned to the workplace.

In the fall of 2021, the province introduced a proof of vaccination/negative test for citizens to enter many public businesses. However, all libraries in the province were declared essential services and so it was important for RPL to ensure the safety of its staff. To that end, a COVID-19 vaccination and testing policy was introduced in the workplace to reduce chances of acquiring and spreading the virus.

Organizational Structure

A new organizational structure was introduced in 2021. The new structure features an emphasis on innovation and community partnerships and is meant to place the library in a position to achieve its new strategic plan being introduced for 2022.

The new structure is a platform for RPL to respond to new opportunities and keep current with library trends and offerings, while always committing to an excellent customer experience. The new structure consists of five key areas led by executive directors reporting to the Library Director and CEO.

1. Library Services – This area is responsible for the effective and efficient delivery of public services throughout the entire system. In addition to providing extensive physical and digital library collections, library services provide programming, public meeting rooms, free internet access, public computers and laptops, 3D printers, virtual reality stations, and gaming access.

Library Services also encompasses a Digital Media Studio, the Prairie History Room, and Outreach Services for disabled and homebound customers.

Library Services comprises the following areas:

- Central Library
- Branch Libraries – Eight branch locations serve residents throughout Regina
- Dunlop Art Gallery – The Library houses two art galleries, one at Central Adult Library and the other at Sherwood Village Branch Library and
- RPL Film Theatre

While all other service areas have one Executive Director responsible for the function, Library Services has two: one for Central Library and its diverse offerings, and one for the eight branch libraries in the system.

2. Customer Experience – This area is responsible for leading and championing customer service throughout the Library. It provides an environment conducive to the provision of exceptional customer service by mapping the customer journey and proactively identifying opportunities for continuous improvement.

Customer Experience comprises the following units:

- People and Culture
- Marketing and Communications
- Facilities Infrastructure and Services and
- Collections, Acquisitions and Technical Services

3. Service Innovation – This area is responsible for driving service improvements across the system by fostering and supporting innovation, leveraging current emerging technologies, and building partnerships with other organizations. Its role is to seek out ideas to maximize the customer experience and act on opportunities for continuous improvement across all RPL operations.

Service Innovation comprises the following units:

- Community Engagement and Programming
- Digital Service Innovation
- Information Technology

4. Finance and Strategy – This area is responsible for managing all aspects of the Library's financial resources. It also leads the library's ongoing risk management assessment, champions both the operational planning and research functions for the library, drives organizational efficiency through business process review and project management, and oversees the funds development function.

Finance and Strategy comprises the following units:

- Finance
- Budget and Business Process
- Planning and Research
- Development

Internal operations

Digital Service Innovation (DSI) and Information Technology (IT)

In 2021 there were several updates in the DSI and IT areas to enhance RPL's ability to deliver results. Many of these updates and enhancements will serve RPL well into the future.

1. Advancement of a Digital Workplace Project

This is a multi-year project designed to improve RPL's internal document management, collaboration, and communications. The Library worked closely with industry leaders Solvera and Amtra in 2021 to assess the internal needs of the RPL workplace and have started the process of rebuilding our Microsoft 365 environment to align with digital workplace best practices and improve the effectiveness and efficiency of internal operations.

2. Workstation Virtualization for front-line staff and fob login

RPL virtualized workstations for staff directly supporting external customers and enabled a system where staff authenticate securely using key fobs. Virtualized desktops support a service model that better allows staff to move about the library

and retain their digital workspace, untethered from a single physical workstation. Fob security allows them to quickly and securely login and disconnect their session from a variety of RPL mobile, or fixed-distributed workstations in the library system.

3. New Wireless Network utilizing a secure network access control system

RPL implemented an updated wireless network supporting the most contemporary WiFi standards. Additionally, a new network access control system was enabled allowing us the ability to automatically assign appropriate levels of internet access based on configurable criteria. It also allows us the ability to turn network access on and off at different times of the day and authenticate using library cards, or future authentication methods.

4. New Integrated Data Protection System

This new system better protects RPL from existing and emerging cybersecurity threats by allowing for multiple incremental backups of datasets stored in disparate physical locations. Any data we choose can be restored quickly into the cloud or on-site server resources.

Unit reviews

We continue to conduct unit reviews to identify opportunities to increase efficiency, assess risk, reduce costs, and ensure brand alignment. Reviews of the library's Physical Plant; Human Resources; Outreach Services; and Collections, Acquisitions, and Technical Services Units have been completed or are in the process of being completed. A review of the IT Unit is currently in progress.

Reviews have helped to identify or confirm known issues and potential solutions, including broader support for necessary actions.

Examples of changes to date include:

- efficiencies in staffing processes including the introduction of online recruitment software;
- integration of library collections for customers living with disabilities, and equipment to support them; and
- elimination of one of our two methods of sorting and categorizing RPL collections to improve processing and shelving efficiency while ensuring customers could still find materials easily.

Some of the recommendations from the reviews are longer term in nature and plans are being put in place to take advantage of the opportunities presented in the reviews. For example, Outreach Services is transforming from a small unit based out of Central Library to a system-wide service model.

Central Library Staff Amalgamation

In 2021, a single customer service model was put into place to create efficiencies, improve the consistency of customer service and create a more family-friendly environment throughout the building. The change improved deployment of staff so appropriate numbers are working in each area and staff can seamlessly move between adult and children's areas as customer needs require. To augment this change, early literacy training was provided to all staff to better understand the needs of children.

Infrastructure

Minor upgrades and improvements to Central Library spaces and the branches are undertaken regularly. These upgrades and improvements are intended to improve the customer experience and enhance the safety and security of customers and staff.

In 2021, as the pandemic wore on, measures to keep customers and staff safe in all our spaces continued. This proved challenging as public health orders changed rapidly and our physical spaces had to accommodate these changes just as our staff did. Spaces that accommodated social distancing and enhanced cleaning routines became normal operations.

Systems maintenance through the year included a boiler replacement at Glen Elm and some structural repairs and repaving of the Central Library ramp. As well, a review was undertaken of Central Library and the eight branches to document building deficiencies that will require repair or replacement over the next ten years.

Financial results

In addition to RPL's own financial results, approximately 22% of the Saskatchewan Information and Library Services (SILS) Consortium's financial results are consolidated into those of RPL and are included in the financial statements. The SILS Consortium is owned by the 11 municipal, regional, and northern library systems in Saskatchewan and 22% reflects RPL's ownership share in the consortium.

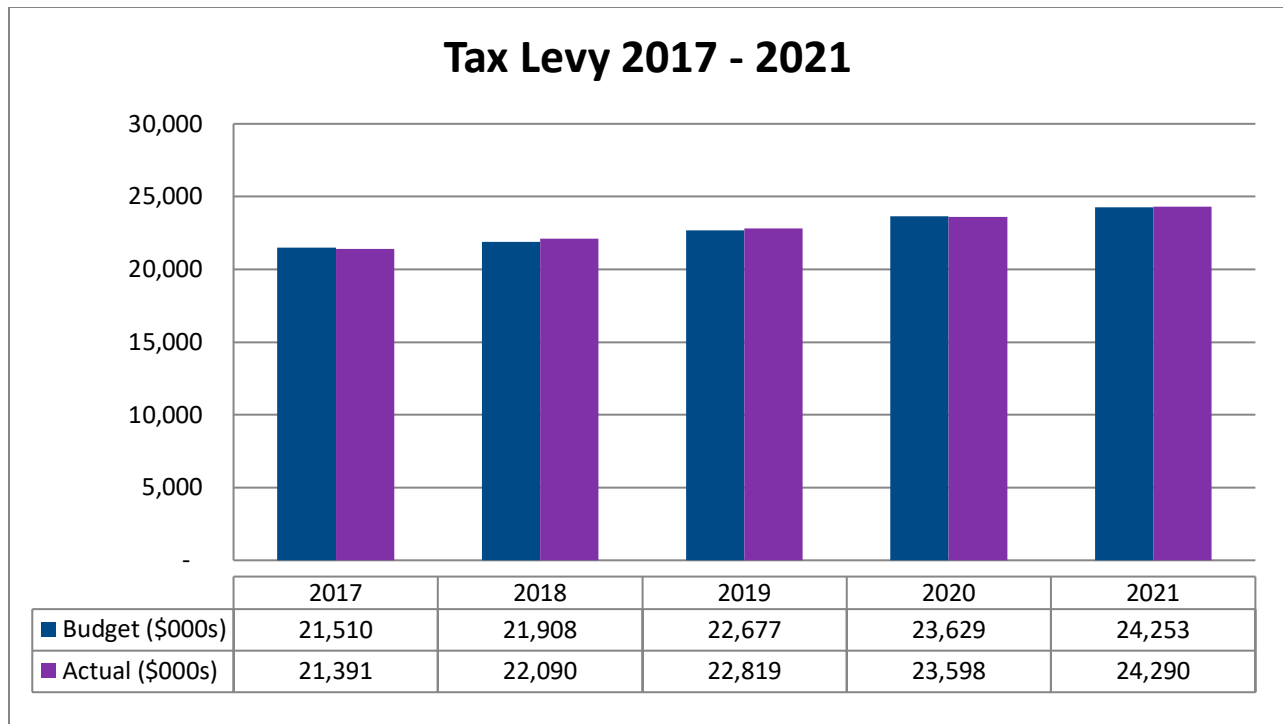
Revenues

Total revenues for the 2021 year were \$25,865,000 which is 0.9% or \$224,000 less than budgeted.

The majority of RPL's revenues, 93.9% or \$24,290,000, comes from a tax levy and grants-in-lieu. Each year, the RPL Board approves operational and capital budgets. The dollars required to fund these budgets, less revenues from other sources, are converted to a mill rate. The mill rate requested to fund RPL's operating and capital budgets is forwarded to Regina City Council who vote on the mill rate requested. The amount approved by City Council is known as the library mill rate and is levied and collected by the City, which charges RPL a 1.8% administrative collection fee.

Amounts collected by the City are comprised of the tax levy, a supplementary tax levy, and grants-in-lieu. The tax levy is based on residential, commercial, and industrial property values in the City. The supplementary tax levy is applied to commercial and industrial properties which are not fully constructed and are therefore not on the City's tax roll. Because governments do not pay taxes to other levels of government, the provincial and federal governments pay grants-in-lieu of taxes through the City, to RPL.

The following chart illustrates the budgeted tax levy and the actual tax levy received over the past five years.



In 2021, the actual tax levy and grants-in-lieu received were \$37,000 more than budgeted. A growth in the tax roll beyond what was used for budget as well as some amendments and adjustments for revisions, exemptions, and service agreements yielded \$203,000 more in the tax levy. This was mitigated by a \$177,000 increase to the tax liability, leaving a net growth in the tax levy of \$26,000. Additionally, supplementary taxes, budgeted at \$40,000 for the year, came in at \$96,000, resulting in higher revenue of \$56,000. Grants-in-lieu payments from the provincial and federal governments were higher by \$17,000 and lower by \$62,000 respectively for a total of \$45,000 lower than budget.

Actual tax levy dollars received by RPL has grown by 13.6% over the past five years based on mill rate increases averaging 2.0% per year over the same period.

While the tax levy makes up the majority of RPL's revenues, other sources of revenue include the provincial services agreement, capital donations, other grants, and other revenue. In 2021, the province maintained its services agreement funding at \$613,000. The purpose of these funds is to recognize and support resource sharing among the municipal, regional, and northern library systems in the province. Included in this amount is approximately \$30,000 to support Indigenous services. \$13,000 of this amount from 2020 was deferred to 2021 while \$2,000 of the 2021 amount has been deferred to 2022. The \$624,000 noted on the financial statements is calculated by taking the \$613,000 from the province, adding in the deferred amount of \$13,000 from 2020, and subtracting the \$2,000 amount which is deferred into the 2022 year.

Donations for the year were \$51,000. Capital donations amounted to \$33,000 and were allocated to the Capital Project Reserve. A further \$18,000 of donations were received for operating purposes including \$9,000 directed towards Literacy programming and \$7,000 directed towards children's programming.

Interest revenue accounted for \$198,000 in 2021, slightly lower than the budgeted amount of \$202,000 and 2020's \$256,000. Interest earned is a percentage of the bank's monthly average prime rate, which is in turn based on the Bank of Canada rate. During 2021, the Bank of Canada maintained its rate at 0.25% as the pandemic continued to slow economic growth, thus impacting RPL's return. Other guaranteed investment opportunities also were impacted by very low interest rates and so the interest rate from RPL's bank account was still higher than instruments such as Guaranteed Investment Certificates.

Other grants for 2021 were \$361,000, made up of core funding of \$112,000 from the Saskatchewan Arts Board and \$120,000 from Canada Council for the Arts to support exhibitions for Dunlop Art Gallery. The Dunlop also received a \$24,000 supplementary funding grant from Canada Council to deliver in-person experiences and events. \$26,000 of grants was also received to promote two travelling exhibitions.

A grant spanning 2020 and 2021 was also received from the Government of Canada through Computers for Success Canada to support youth in developing skills needed to participate in the digital economy. RPL successfully recruited three young people to participate in this program and received \$32,000 of funding to offset salary costs for these positions.

A grant was also received from the United Way in the amount of \$14,000 to provide electronic resources to disabled and homebound customers of the Library's Outreach Services Unit.

Smaller grants for literacy, Indigenous storytelling, and summer students were also received.

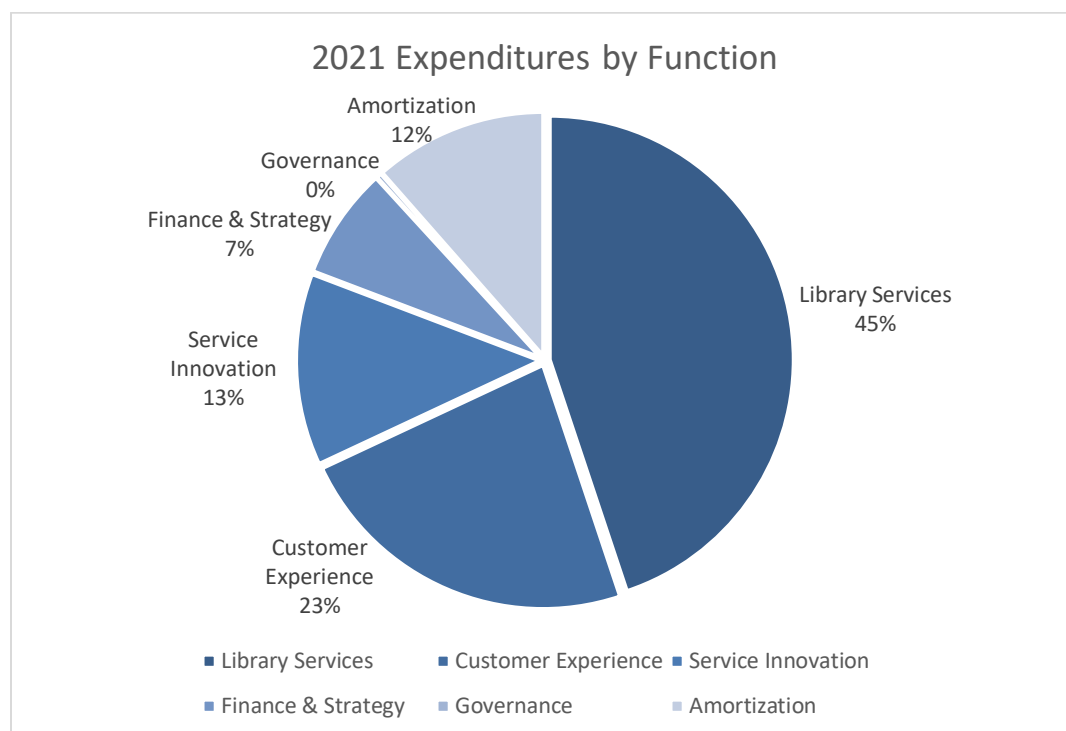
Other revenue of \$341,000 was far below the budget of \$518,000. Much of the shortfall is due to the pandemic which forced a temporary closure for several months. Revenue collected for items such as film theatre ticket sales, merchandise, and lost item charges was down sharply. Even as reopening took place, the ability to offer programs and services was limited – the film theatre, for example, offered and continues to offer showings free of charge.

Most other revenue is from SILS – an amount of \$200,000 – through the consolidation of 22% of SILS operations into RPL's financial statements. Other smaller amounts are photocopier and printing revenue, \$47,000; payment from the Regina Public School Board

for a resource assistant, \$40,000; exhibition touring fees, \$19,000; fines collected for lost library materials, \$14,000; and miscellaneous other items of \$21,000.

Expenses

Total expenses for 2021 were \$23,619,000, which is 7.0% less than budgeted expenses of \$25,404,000.



A reorganization in 2021 resulted in new expense categories including Library Services, Customer Experience, Service Innovation, and Finance and Strategy. Library Administration costs have been allocated to these new expense areas. Library Services is now composed primarily of salaries and benefits of staff who provide direct customer service. Other direct public service expenses such as the cost of library materials or programming are now found in other expense categories.

Most expenses, 44.9%, \$10,600,000, are directly related to library services. Library Services include salaries and benefits for staff of the following units: Central Library and eight branches, Dunlop Art Gallery and RPL Film Theatre. Also included in Library Services are Dunlop exhibitions and the building costs to operate public spaces.

Library Services was 11.8% or \$1,421,000 under budget for the year, the biggest variance being in salaries and benefits. The pandemic resulted in the library closing its doors to the public for several months once again in 2021 and once reopening occurred, there were

reduced hours for several months. While resources were used to provide and produce electronic content and to provide curbside services, there was still a reduction in overall hours worked in Library Services. There was a smaller variance in building costs as utilities and repairs were also under budget in line with decreased open hours.

The second largest category of expenses is for Customer Experience, and accounts for 23.2% or \$5,470,000 of expenditures. Expenses included in this category include staff salaries and benefits for marketing and communications, people and culture, facilities infrastructure and services, and acquisitions and collections. Other costs include periodicals, magazines, eBooks, eAudiobooks, and other electronic information; SILS operating costs; marketing costs to promote RPL; and the building costs for these services.

Customer Experience was 3.4% or \$178,000 over budget for 2021. The major reason for this budget overage was the decision to expense eBooks and eAudiobooks, which were formerly capital purchases. As well, customer demand for eBooks and eAudiobooks has risen dramatically since the pandemic started and there was a deliberate decision to overspend on these materials. Like Library Services, Customer Experience also had a positive variance in salaries and benefits. However, the variance was due more to vacant and delayed recruitment of positions and less spent on training and development, not as much due to library closures caused by the pandemic.

Service Innovation costs made up 12.7% or \$3,009,000 of expenditures and include salaries and benefits for community engagement and programming, literacy, information technology, and digital service innovation. Other than salaries, the single biggest expenditure in service innovation is the \$568,000 spent on technology for both customers and staff.

Service Innovation was 7.9% or \$257,000 under budget for 2021. Due to vacancies and delayed recruitment, there was a positive variance in salaries and benefits. However, Service Innovation also includes the cost of programming and events for customers and though many programs and events were offered both in-person and online, these activities were still curtailed because of the pandemic causing a significant positive variance.

Finance and Strategy costs made up 7.4% or \$1,750,000 of expenditures and include salaries and benefits for finance, planning and research, and development. Additionally, other costs in this category are for insurance, audit, payroll, and other finance related expenses.

Finance and Strategy was 10.4% or \$204,000 under budget for 2021. Vacancies related to the reorganization were the primary contributor to this variance.

Board governance represented 0.3% or \$80,000 of expenditures. These include board honorariums, travel, directors' insurance, and any other costs associated with the board.

Amortization of RPL's capital assets accounted for 11.5% or \$2,710,000. Amortization is calculated on RPL's buildings and building improvements, library materials, vehicles, furniture and equipment, information technology, shelving, and landscaping.

Surplus and reserves

The operating surplus for 2021 is \$2,246,000, which is \$1,561,000 above the \$685,000 budgeted surplus from operations. Given that both operating and capital budgets are funded by the current year tax levy, a surplus in operations is budgeted to fulfill the capital budget requirements. As well, there are non-cash expenses in the operating budget, such as amortization, and interest/severance expenses to cover RPL's employee benefits obligation, that are added to the budgeted surplus in operations to fund the capital budget.

In 2019, the board adopted a new carry forward funding policy. This policy allows budgeted funds in a previous year to be carried forward to the next year of significant projects or equipment purchases that cannot be completed in the previous year. In 2020, \$63,000 of the library capital materials budget was carried forward to 2021. A major disruption in the publishing of books and the closure of library materials distribution companies due to the pandemic resulted in RPL not receiving its full complement of library materials, particularly children's materials. These library materials were subsequently purchased in 2021.

At the end of 2021, there were two approved carry forward projects. The first was \$49,793 for the purchase of shelving units for the children's area of Sunrise Branch Library. Global supply chain issues delayed shipment of these items until 2022. The second was \$70,350 for the completion of the implementation of the Business Central accounting system and Solver budgeting system. The projects could not be completed by year-end due to their large scope and the capacity of a small number of staff in the unit to complete two major projects.

As noted previously, the financial statements include SILS. In 2020, SILS recorded a surplus and RPL's 22% share of the surplus was \$2,000. Not including the SILS surplus, the \$120,143 needed to complete the projects above, and the assignment of the Dunlop exhibition surplus to the Dunlop reserve, the board approved the allocation of the surplus in excess of the budgeted surplus, \$1,429,000, to the Capital project reserve.

The accumulated surplus for 2021 with comparatives for 2020 is broken down as follows:

	2021 (000's)	2020 (000's)
Appropriated surplus:		
Capital project reserve	\$ 12,816	\$ 11,387
Operating reserve	1,705	1,705
Technology reserve	950	950
Vehicle reserve	37	7
Dunlop art projects reserve	206	195
SILS	220	216
	15,934	14,460
Obligations to be funded from future revenues:		
Employee benefits obligations	(791)	(836)
Investment in tangible capital assets	15,026	15,491
Unappropriated surplus	5,001	3,809
Accumulated surplus	\$ 35,170	\$ 32,924

The mandate of the Capital project reserve is to fund the construction, expansion, or renovation of library facilities, and may be used to purchase major equipment. No projects were funded using this reserve in 2021. As well, no changes occurred during the year to the Operating and Technology reserves.

The Vehicle reserve allows for a steady allocation of \$30,000 of funds towards the purchase of replacement vehicles rather than one-time large outlays when vehicles need replacing. No vehicles were purchased in 2021, increasing the reserve to \$37,000 from \$7,000 in 2020.

The Dunlop art projects reserve is funded by grants from the Saskatchewan Arts Board and Canada Council for the Arts and is used to fund exhibitions at the Dunlop. Because the cost of exhibitions can vary over a period of years, this fund allows the Dunlop to use surplus funds in one year to fund more costly exhibitions in following years. In 2021, this reserve

increased by \$11,000 as exhibition and related activities continued to be curtailed by the pandemic.

RPL's portion of SILS' appropriated reserves is \$220,000 compared to \$216,000 in 2020. SILS uses these reserves for service development and personnel liabilities.

The employee benefits obligations are an accumulation of funds owed to eligible employees who are entitled to a lump sum payment of a portion of their accumulated sick days (in-scope employees) or to five days of severance pay per year of service (out-of-scope employees) when they retire or otherwise leave RPL. Employees must work for a minimum of 10 years before they are eligible for any payouts from these post-employment sick leave and severance pay plans.

Out-of-scope employees hired after July 1, 2012, and in-scope employees hired after December 31, 2012, are no longer eligible for post-employment payments from this plan. Since no new employees are allowed into this plan, this liability has decreased over time as payments are made to eligible employees. In 2021, the employee benefits obligations decreased to \$791,000 from \$836,000 in 2020, reflecting resignations or retirements during the year. As staff remain in these plans, the amount they are entitled to receive once they resign or retire accumulates as sick day credits grow or entitlement to severance increases with more years of service.

Investments in tangible capital assets of \$15,026,000 reflect a decrease of \$465,000 from 2020. This decrease is mostly due to the change in how eBooks and eAudiobooks are accounted for: starting in 2020, they are now expensed rather than capitalized. While new tangible capital assets of \$2,248,000, mostly library materials and technology assets, were added in 2021, there was \$2,710,000 of amortization.

The increase in the unappropriated surplus includes budgeted surplus funds, carry forward funding for projects, and the RPL portion of the SILS surplus. Overall, the accumulated surplus has increased by the amount of the recorded surplus for the year, \$2,246,000, leaving RPL with an overall accumulated surplus of \$35,170,000.

Future outlook

Working toward our strategic imperative

RPL adopted a new strategic plan starting in 2022. The strategic planning process which resulted in a new aspiration, purpose and strategic imperative was finalized at the end of 2021. The RPL experience from the view of the customer is at the top of the new strategy and is supported by strategic initiatives and measures and targets in four key areas:

- Accountability
 - Sustain – we prudently manage resources for sustainable operations
 - Grow – we position the library for future;
- Programs and Services and Community Presence – we support the success of individuals and community, and we are part of the future of Regina;
- Systems and Processes – our operations and resources are optimized;
- Organization – our people are prepared, engaged, accountable.

Based on these strategic initiatives, a balanced scorecard was developed to track and measure progress towards the strategic initiatives.

Central Library

Central Library was opened in 1962 and does not serve the needs of a modern library from a functional perspective. As well, the physical infrastructure is in dire need of significant repair and renovation if the current building is to be kept. A 2014 study of Central Library showed that significant maintenance work must be completed within three to eight years. This work includes a new roof, a new building envelope, major upgrades to the ventilation system, and the re-posting of all the granite work on the exterior of the building. The Board is considering options such as renovating the current space, renovating and expanding the current space, and construction of a completely new library.

Starting in 2019, RPL engaged an owner's representative to conduct a comprehensive Needs Assessment and Project Plan for Central Library Renewal. Other components of the work include a Funding and Financing review and an Economic Impact Study. This work offered a variety of options for Central Library renewal and the various advantages and disadvantages associated with each. Additionally, the work encompassed broad

stakeholder consultation and public surveying to assess the view of the Regina community. While the COVID-19 pandemic caused the work to slow as library administration focused on operations, the initial work is being updated to include work on how the pandemic has impacted the need for Central Library renewal.

It is anticipated RPL's board will make further progress on Central Library renewal in 2022.

Branch renewal

Many branch spaces have been renovated, replaced, and/or expanded over the past eight years, including Prince of Wales (2011), Regent Place (2012), George Bothwell (2016) and Albert at māmawêyatitân centre (2017). In 2018, the roof at Sherwood Village was replaced. In 2019, smaller renovations continued at Sherwood Village (washrooms) and a project to replace the roof at Sunrise began as part of a city project to replace the roof of the entire Sandra Schmirler Leisure Centre. 2020 saw the completion of a project at Glen Elm to improve washroom accessibility and ensure meeting and program rooms are accessible to the public when the branch itself is not open. In 2021, work began on a refresh to the Sherwood Village branch. Initial consultations were held with customers and citizens to understand how the branch could be updated to better serve customers and community with the intent to undertake work in 2022.

RPL will continue to review the physical infrastructure and functional programming requirements of its branches to ensure they meet community needs. The new strategy speaks to fulfilling RPL's commitment to city-wide service through branch renewal. This means ensuring branches are easily accessible and have programs and services available to a diverse community. It also speaks to being a community space where people and ideas meet which means flexible space to engage in quiet, interactive, and collaborative activities.

Risk

RPL operates in an environment subject to a variety of risks and uncertainties that could affect the achievement of our business objectives and financial and operating performance. Day-to-day risks within various operating units are the responsibility of unit managers. Project risks on a larger scale are the responsibility of senior management and the Board.

RPL's risk register contains 21 risks at an enterprise level. The key risks and actions to mitigate these risks are discussed below.

Financial risk

As economic and demographic growth slows in the City of Regina, RPL does not realize funding due to growth in the tax roll. Capital renewal requirements at RPL are considerable and there is a risk that RPL cannot raise sufficient funds to meet these requirements. If RPL wants to grow and expand its infrastructure and program offerings, a more diverse funding strategy may be required. As an annual process, the Library's ability to rely on any future mill rate is limited.

To mitigate this, RPL has spent considerable time in strategic and operational planning over the past several years. This way, infrastructure renewal and programs and services can be prioritized so citizens are getting the most for their tax dollar. At the end of 2019, RPL engaged a firm to lead RPL in a Central Library renewal project. One of the outcomes of this project was to examine various funding mechanisms RPL can use to fund significant infrastructure and renewal projects, most notably Central Library.

Infrastructure risk

Central Library requires significant renovation. Not only does the building not meeting the functional needs of a modern library, but the physical structure is also in poor shape and funds will be required to replace significant building systems. This risk is compounded by the fact that a major replacement of a building system, such as the roof, may be needed to be addressed before a renewal plan can be approved and put into place. While the Central Library building is in poor shape, RPL actively works to address the physical infrastructure risks by frequently inspecting areas at risk and making repairs as necessary.

Connaught Branch also has infrastructure issues which will need to be fixed in the next few years and plans have been initiated to address these issues. Branches including Sherwood Village and Sunrise have seen a major growth in the populations they serve, and plans must be made to meet the needs of these expanding communities. RPL will need to address the growing city population on the west side where the travel distance to library services is greater than usual.

Human capital and workforce management

The recruitment of qualified candidates for professional positions continues to be a risk. As long-term Baby Boomer employees retire, RPL must compete with other employers to fill both professional librarian and non-librarian positions from a smaller pool of qualified candidates. To mitigate this risk, RPL is positioning itself as a forward-thinking, progressive workplace with a focus on the community.

Internal Operations

As RPL works to implement its ambitious strategic and operational plans, there is a risk that it does not have the human or resource capacity to achieve its plans. Additionally, the planning processes may not be sufficiently well defined to prioritize the multiple goals of the organization. There is also a risk that real or perceived safety and security concerns negatively impact organizational capacity, reputation, and community support.

To mitigate this, RPL has defined a system-wide planning process to best utilize the organization's resources. This process helps define and prioritize goals and allows system resources to be used to best meet RPL's strategic plan.

In terms of safety and security, especially at Central Library, a system-wide Security Committee was formed to review all issues involved with the safety and security of customers, collections, staff, and the physical environment of all library locations. A draft Safe and Welcoming Framework has been prepared which highlights strategies that are non-punitive, customer service that is non-judgmental, and strikes a balance between balancing the needs of all library customers without compromising safety and wellbeing.

Governance risk

Members of the RPL Board of Directors are appointed for two-year terms and, over time, this establishes built-in renewal of the Board. Due to the possibility of a single short-term appointment, it introduces the possibility of risk related to lack of board continuity that may lead the board to cover the same ground repeatedly and thereby slow decision making on key questions. To mitigate this, new board members participate in an extensive orientation so they are knowledgeable and can contribute to ongoing board discussions on key items. Also, the Board undertakes a self-assessment to ensure that they continue to be effective in their governance role.

The opposite risk is also possible as current members can be re-appointed and it is possible for individuals to be on the Board for several years. To mitigate this risk, the Board has confirmed its policy to withhold recommendation for re-appointment of Board members who have served ten or more years.

Through early 2022, the Governance Committee, Audit Committee, and HR Committee will each review risks and propose mitigations for the key board risks from the enterprise risk register.