

Annual Report 2022



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Year At A Glance

101,134

ACTIVE LIBRARY CARDS



(WITHIN 3 YEARS OF USE)

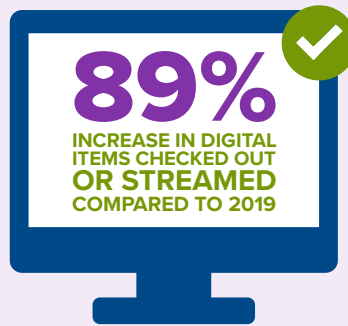


211%
INCREASE IN TV OR
MOVIES STREAMED
COMPARED TO 2019
(HOOPLA & KANOPY)




152%
INCREASE IN WIRELESS
SESSIONS INITIATED
COMPARED TO 2019

45%
OF REGINA
RESIDENTS
WHO ARE ACTIVE
RPL BORROWERS



117%
INCREASE IN
eAUDIOBOOKS CHECKED
OUT OR STREAMED
COMPARED TO 2019
(HOOPLA + OVERDRIVE)

42,928 
HOTLINE
QUESTIONS ANSWERED



211%
INCREASE IN
eBOOKS
CHECKED OUT
OR STREAMED
COMPARED TO 2019
(HOOPLA + OVERDRIVE)

12,825
NEW LIBRARY CARDS ISSUED



Metric	2022	2019	% difference
Active library cards (meaning within 3 years of use)	101,134	91,201	11%
New library cards issued	12,825	12,654	1%
Digital items checked out or streamed	489,940	259,061	89%
eAudiobooks checked out or streamed (Hoopla and Overdrive)	155,933	71,795	117%
eBooks checked out or streamed (Hoopla and Overdrive)	228,289	149,523	93%
TV or movies streamed (Hoopla and Kanopy)	37,346	12,004	211%
Wireless sessions initiated	3,094,105	1,229,872	152%
Hotline questions answered	42,938	N/A	-
Percentage of Regina residents who are active RPL borrowers	45%	-	-

Letter From The Chair & CEO

The public library is the new town square, dispensary and — the most accessible of all civic buildings. / *CBC News Calgary, Calgary's new central library tells us how much our community has changed, Nov 3, 2018*

Public library buildings are built to inspire the people they serve. They demonstrate a city's character through unique architecture and functional design. Modern central libraries help revitalize a downtown district and contribute to civic pride.

In fall 2022, the Regina Public Library Board of Directors passed a motion to build a new Central Library at the corner of 12th and Lorne, overlooking Victoria Park, where we have been for over 100 years.

The second half of 2022 brought significant attention to the Central Library rebuild thanks in part to RPL's participation with the City's Catalyst Committee and its work to prioritize significant infrastructure projects.

Also new for RPL in 2022 was an updated strategic plan for the organization to see us through to the end of 2025. The plan includes several high-level goals, and an operational plan attached to each. Progress is reported monthly to the Board of Directors and in this document.

2022 was the first year Regina Public Library was fully open and began to return to normal following pandemic closures and hours adjustments. Visits and usage of physical materials are returning to "normal," pre-pandemic numbers. We were pleased to see so many new and returning customers coming back to read, browse, learn, and engage with one another.

We are proud to have been part of the community for over 110 years, and we continue to evolve based on customer and community expectations.

We invite you to browse this document to learn more about our performance in 2022, our successes in meeting our goals, ways in which we enhance our productivity and resourcefulness, and what lies ahead.

The library's purpose is to provide community services, spaces, and technologies to inspire discovery, learning, and connection. One of the ways we will meet this purpose is through a renewed new Central Library. We are excited to work with the City and our community partners to bring vitality and a sense of community to our downtown core.



A handwritten signature in black ink that reads "Marj Gavigan".

Marj Gavigan
Chair, RPL Board of Directors



A handwritten signature in black ink that reads "Jeff Barber".

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) core business and strategy and explain the financial position and results of operations for the year ended December 31, 2022. The MD&A is the responsibility of management and represents management's expectations as of March 2023.

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.

Profile

Regina Public Library is an urban library system committed to providing community services, spaces, and technologies to inspire discovery, learning, and connection. We are an essential gateway for all people to advance themselves through literacy, lifelong learning, social engagement, and cultural enrichment.

We build relationships with other like-minded organizations and work with them to positively impact the community. Through provision of our numerous resources, we promote social vitality and economic prosperity for the people of Regina. We support, defend, and promote the universal principles of intellectual freedom and privacy.

With eight branch locations throughout the city and a Central Library downtown, we offer positive, dynamic, and inclusive spaces where people can discover, learn, and connect.

In addition to a collection of books, films, and music in traditional and digital media, our customers have access to hundreds of programs, art exhibitions, film screenings and cultural events each year.

Library resources are available to all residents of Regina, including materials from over 300 public library branches in the province, through the Saskatchewan Information and Library Services (SILS) Consortium.

Thousands of Reginans visit public library branches each year and many more access our online offerings. The people of Regina understand the value of the public library and its commitment to a democratic and universal space that welcomes diversity and encourages sharing of knowledge and information.



Our Aspiration

Social vitality and economic prosperity for people of Regina.



Our Purpose

To provide community services, spaces, and technologies to inspire discovery, learning, and connection.



Strategic Imperative

We positively impact the community.



Organizational Values

Inclusion: *We embrace diversity and champion access for all.*

Service: *We listen and respond to customers and community.*

Intellectual Freedom: *We protect the freedom to seek, receive, and impart information and ideas.*

Responsibility: *We hold ourselves to high standards of accountability, confidentiality, and privacy.*

Resourcefulness: *We cultivate ingenuity, innovation, and partnerships.*

Economic Impact

RPL continues to have a tremendous economic impact on our community, through both the value gained by using the library, and the services and resources we make available.

RPL provides safe, accessible, and free educational resources for every citizen of Regina, regardless of socioeconomic status. Almost every resource is free, including books, internet access, educational resources,

and professional training programs, providing tremendous value for those who use our services, and significant benefit to our community as a whole.

According to the Catalyst Committee Report, a new build of Central Library would result in a benefit per dollar of Regina's investment of \$7.58.



Library Materials

Library materials that enrich people's lives include physical and digital books, newspapers, magazines, movies, music, and items available through RPL's Beyond Books Collection, which includes musical instruments, radon monitors, birding kits and more.

Programs

Our in-house, community, and online programs offer people of all ages opportunities for recreation and entertainment, lifelong learning, and skill-building in a range of areas. Our financial literacy and career and professional development programs and services, work in tandem to create positive impact on local economic development in various ways. We are one of the few organizations in Saskatchewan that is actively involved in promoting financial literacy in the community.

Cultural and Media Services

Services and spaces like Digital Media Studio, RPL Film Theatre, Dunlop Art Gallery, and the Prairie History Room gave RPL users access to cultural media services.

Technology Access

Access to technology can increase educational productivity by accelerating the rate of learning and reducing costs associated with instructional materials or program delivery. Our career, business, and entrepreneurship programs and services are supplemented with resources and tools that support ongoing professional development, including free access (with a library card) to professional-level online learning resources, such as LinkedIn Learning, Gale Courses, and The Great Courses (through Kanopy), as well as a variety of online and in-branch research tools. Other direct benefits through technology access include access to computers, the Internet, and printing services.

On a broader scale, RPL also benefits the economy through its dual roles as consumer and employer. Expenditures on capital and operations ripple from the library throughout the economy, providing revenue for local suppliers. RPL employs over 200 people who, like anyone who lives and works in our city, support other businesses and organizations within Regina's economy.

Community Impact

Libraries change lives.

RPL's commitment to its community is centred on its aspiration to drive social vitality and economic prosperity for the people of Regina. RPL prioritizes understanding, engaging with, and serving the needs of all community members and ensuring accessibility and relevance of library services.

Each year, Regina Public Library partners with several community groups to offer programming, special events, and service offerings. We continue to value our partnerships with organizations with similar community goals such as the Regina Open Door Society, the Saskatchewan Science Centre, and the Royal Saskatchewan Museum. RPL connects with these and other organizations in the community to ensure greater impact through partnerships.

The library also participates in community events and offers programming and services through the Frost Festival, Nuit Blanche, the Queen City Marathon, Canada Day (RPL delivered the children's area), and the Cathedral Village Arts Festival, and we often participate in the Regina Farmers' Market.

In summer 2022, RPL completed an asset map to improve understanding of Regina's neighbourhoods and communities as an important step to engage with the community. This approach improves RPL's ability to identify and respond to community need. Partnerships will include entrepreneurs and small business, newcomers, Indigenous peoples, and other groups identified by RPL. Through these partnerships we will better understand and support reconciliation, community well-being, and economic development.

RPL's physical branches serve as important gathering places for the community and contribute to the development of community bonding and sense of belonging. RPL hosts a number of recreational, special interest, and

community programs that bring communities of people together for shared experiences. These offerings contribute to a stronger understanding of all people in our community.

In addition to community-focused programming, RPL branches provide space for other organizations in the community to deliver programs and events.

RPL is committed to Truth and Reconciliation and to providing an overall positive and enriching experience for Indigenous peoples. In 2022, RPL partnered with other Treaty 4 libraries to offer Treaty 4 Talks, a series of talks with local Indigenous authors and known personalities that are geared toward students to support understanding and advancement of reconciliation. RPL also recently opened the Community Commons at Central Library, which was created with a focus on celebration of Indigenous culture on Treaty 4 lands, to bring people together and to engage directly with our communities. RPL created an Indigenous Services Strategy in 2022 to formalize the delivery of culturally responsive services, culturally relevant programs, staff training and recruitment, and the provision of an overall positive and enriching experience for Indigenous peoples.

New Canadians make up a significant portion of the city's population and RPL's targeted programs and services help them settle into their new community. The library is a central place where new Canadians can access information and support services, both when they arrive to help with settlement and on an ongoing basis through various programs.

As one customer told us “My successful immigration journey is a story made possible with support from Regina Public Library. I arrived in Canada with hopes of landing a middle-level job in my desired profession but there [were evident] hurdles after a couple of interviews ...I stumbled upon Regina Public Library resources offered to newcomers such as the One-to-one Résumé, Job Coaching program and Interview Preparation workshops...By the time I got another round of interviews, I had two job offers from the top 5 Canadian banks.”

Other customers use our services to help them get jobs as a Technical Sales Associate at SaskTel, Accounts Payable Clerk in the Government of Saskatchewan, a Personal Banker at TD, a Lab Technician at Canadian Blood Services, a Program Coordinator at RIWC, an Admin Assistant in the Government of Saskatchewan, and many more.

Our Capacity to Deliver Results

Overall Outlook

We are proud to have been a part of the community for over 110 years, and we continue to evolve with consideration to customer and community expectations, embracing our role as an engaged community partner. We are forward thinking and anticipate need. We meet the public where they are, and discover ways to address their wants and expectations, whether through stocking popular fiction, offering free access to new technology, supporting small business owners, providing events and entertainment, or offering spaces for the community to come together. There is something at the library for everyone.

2022 was a positive and productive year. After the first two years of the COVID-19 pandemic, people began to return to libraries all over Canada, and RPL was no exception. There were 1.2 million total visits to RPL in 2022, compared to just over 600,000 in 2021, when the effects of the pandemic were more acutely felt.

We look forward to building on an exciting 2022, to continue to positively impact our community while contributing to the social vitality and the economic prosperity for the people of Regina.

Our Locations

RPL branches are community gathering places that inspire everyone to discover, learn, and connect. For the first time since before the COVID-19 pandemic, 2022 was the first year in which RPL was fully open with regular hours.

Branches offer positive, dynamic meeting places in which people can interact and share ideas. RPL assesses the priorities of customers and residents 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 that many customers are willing to travel elsewhere in the city for library programs and services.

Central Library

Central Library primarily serves downtown, Centre Square, Heritage, Warehouse, and Eastview neighbourhoods, as well as those who visit or work downtown. Its location makes Central Library a hub for people from varied socio-economic backgrounds who rely on the library for options such as access to the Internet, computers, affordable printing, and free phones, among other services. Central Library is an essential service for the vulnerable populations that live in the neighbourhoods around it, including those who are experiencing homelessness or are under-housed and those living with mental illnesses or addictions. Vulnerable populations use Central Library as a warming facility during cold days, and a place to use the Internet to apply for income assistance or seek information on support services in the community.

In 2022, people began resuming routines they'd established prior to the COVID-19 pandemic, including visits to the library. There were about 370,000 visits to Central library in 2022. We're starting to see visitor counts rebound from the acute phase of the pandemic.

Fall 2022 was a peak period, with Central Library serving as a major hub for Ukrainian newcomers, and a popular destination for classroom and daycare visits.

Central Library's collection of books, music, films, and other materials is well used, and includes the items housed in the Children's Library. Across both Central Library and the Children's Library, there were about 243,000 checkouts in 2022. By number of checkouts, Central Library is the fourth busiest RPL location; however, by number of visitors, Central Library is the busiest RPL location. This shows that customers use RPL locations for different reasons – visitors to Central Library tend to use it for access to services, in addition to check out of materials.

We are seeing a year-over-year increase in the circulation of materials since the COVID-19 pandemic began, but uptake on physical items like magazines is still being affected by changes in borrowing habits, such as an increased

preference for digital formats (which has increased by nearly 90% in 2022 compared to 2019). This reflects the change in needs and preferences among customers.

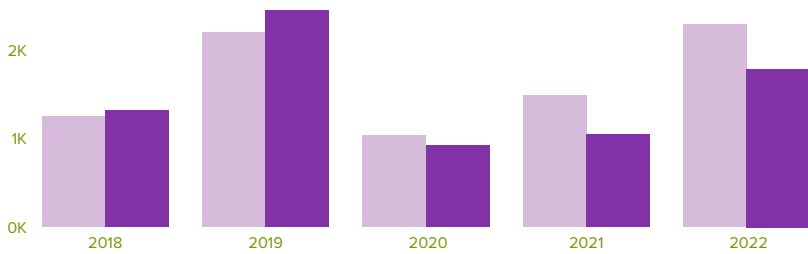
Central Library (including the Children's Library) offered about 350 programs, which drew almost 7,000 attendees. General programming at Central Library has not yet recovered from the effects of the pandemic. Nonetheless, there was progress in programming at Central Library in the area of community partnerships. In 2022, RPL continued to build robust community partnerships that allowed us to provide better point-of-need programs and to open the Community Commons (see below for further information) in fall 2022, which generated ongoing community-driven activities, events, and programming.

Central Library is also a destination branch, with unique features beyond the offerings of all RPL branches. For example, RPL's Prairie History Room is home to a specialized collection of community history and genealogical materials, focusing on the history and peoples of the Northern Great Plains (Alberta, Manitoba, and Saskatchewan) from pre-settlement times to present day. These materials are for in-library use only.

The Digital Media Studio (DMS), which offers free access to specialized hardware, equipment, software, and expertise that let customers explore, collaborate, and learn about digital media and create professional quality audio and video productions, continues to be popular. The WhisperRoom Sound Studio, which provides state-of-the-art audio recording equipment, remains the most popular resource within the DMS, with a 91% booking rate against available open hours from 2018-2022. An additional WhisperRoom was launched at the Sherwood Village Branch in December to expand access beyond RPL's downtown catchment areas, and provide another location for this popular offering that is easily accessible by young adults who attend school in the neighbourhood.

Usage of DMS by year

● Hours available ● Hours used



Service Being Booked	Hours available	Hours used	% of available hours used
WhisperRoom-Central	8,284	7,508.50	91%
Total	8,284	7,508.50	91%

Other DMS features include the Flex Studio with green screen and several high-powered computers with editing software for audio and visual projects.

The DMS was a strong draw for the public in 2022, with approximately 11,100 visits (a 56% increase over 2021) and over 3,000 hours of project time logged. We expanded service hours at Central Library, adding an extra evening to the schedule, and increased 3D printing possibilities by adding a new 3D scanner.

The DMS also provided programs on, for example, 3D printing, podcast recording, and basic music editing.

In September 2022, RPL opened Community Commons, a dedicated space used as an opportunity to cultivate relationships and foster connections between customers and community organizations. Connecting people to one another, to services that customers may need but may not be aware of, and to opportunities for learning and collaboration are key outcomes for the Commons.

The Community Commons builds on already-successful community service partnerships nurtured at Central Library, such as Pro Bono Family Law Drop-in Clinics, Thrive Counselling (Family Services Regina), and more recent relationships with the Aids Program of South Saskatchewan, Ukrainian Canadian Congress, SaskTel Pioneers Volunteer Tax Program, and Catholic Family Services Newcomer Supports.

The space's success is evidenced by attendance and positive feedback from customers, with over 1,200 visitors participating

in programming and events and accessing services from community partners in its first three months. The number of visitors were more than double the initial projection.

Customer feedback shows that 80% are satisfied with the space itself, with 90% indicating they felt they had opportunities to connect with others while attending events and programs at Community Commons. Community service partners show similar levels of support; 80% indicate they are very satisfied with RPL's support in hosting their activities in the space and 100% feel their ability to offer services in the Community Commons meets their organization's mandate.

With consideration to the neighbourhood's circumstances (higher levels of poverty and social needs), all staff received training and education related to addictions and the use of Naloxone.

Central Library serves as an operational hub for the entire Regina Public Library system, providing centralized distribution for materials and other core business functions – but its physical infrastructure limits what we can do. The current building was built over 60 years ago for a population of 110,000 (which has since doubled) and opened in 1962. Technology has changed since then, as has building code, fire code, environment standards, and accessibility standards. RPL is currently working with the City of Regina to renew the Central Library in downtown Regina.

Albert Branch

Albert Branch is located in the heart of the North Central community in m̄maw̄yatit̄n centre. It serves the neighbourhoods of North Central, Rosemont/Mount Royal, and Dieppe, the population of which has declined from 2016 to 2021 (according to the Statistics Canada Census). In 2022, Albert welcomed about 90,200 visitors and offered 180 in-person programs. Approximately 24,500 items were checked out. Although not equivalent to pre-pandemic numbers, there has been a steady increase in visitors and circulation since 2020.

Integration between m̄maw̄yatit̄n centre owner's group (RPL, the City of Regina, and Regina Public Schools) and stakeholder organizations continues to be a priority allowing for many shared programming and event opportunities as well as the hiring of a new m̄maw̄yatit̄n centre Coordinator funded by all three partner organizations. The Coordinator position has streamlined integration at the centre by securing funding and grants, liaising with outside organizations, and coordinating shared programming events, and day to day operations at the centre. Integration between the stakeholders and partners at the centre in 2022 led to highly successful community events including a community BBQ with the Saskatchewan Roughriders; a community breakfast hosted by Regina Fire & Protective Services for Fire Prevention Week; and a first-annual Community Holiday Event, hosted by all partners of m̄maw̄yatit̄n centre.

In response to an increase in drug-related and volatile customer interactions, and with consideration to the needs of the North Central community (higher levels of poverty and social needs), all staff received training and education related to addictions and the use of Naloxone. Albert Branch has also increased the number of staff with First Aid training.

A significant portion of the area's population is Indigenous and that factors highly into decisions about programming, staff training, and community events. Staff attended the Treaty 4 Gathering during the summer along with other libraries in the province and provided library-related information and activities for the students participating throughout the week. Staff members also participated alongside community members and Scott Collegiate at miyo-w̄ic̄iwitowin Day (We Walk Together) event at Mosaic Stadium creating more opportunities for outreach and integration. Albert Branch, supported by community grant funding hosted the longstanding trip to Wanuskewin for families in the community and partnered with the City of Regina to offer an after-school program that features different traditional teachings every week. 2023 will see the transition of the Wanuskewin trip to an integrated program offered by the m̄maw̄yatit̄n centre.



Connaught Branch

Connaught Branch is located in the Cathedral neighbourhood of Regina, and primarily serves residents of that neighbourhood. Cathedral is one of the oldest and most walkable neighbourhoods in Regina, and has high levels of education, with 63% of residents having a post-secondary degree or diploma. The neighbourhood has a high level of civic engagement with annual neighbourhood events like the Cathedral Village Arts Festival, and a neighbourhood newspaper.

In 2022, approximately 34,100 customers visited Connaught Branch, borrowing about 53,700 items. Due to its smaller collection, a significant portion of Connaught's borrowing is done through holds brought in from other locations, which account for approximately 33% of circulation. Although Connaught houses only a few computers, they are well used by the community, with about 3,600 sessions booked for a total of about 2,200 hours in 2022.

Connaught is RPL's oldest Branch, and building maintenance in 2022 included a major roof repair and a washroom renovation, to convert the men's washroom into a more inclusive all-gender space.

With only one program room located on the lower level, there is reduced capacity to offer programs and services in the building, but significant outdoor space has been used for

both programming and art installations in warmer months.

Following the acute phase of the pandemic, increased program attendance was a welcome change at Connaught in 2022. Early Literacy programming saw 15 to 30 customers per session with many positive comments from participants, one of whom praised it as “[an] amazing and interactive experience” and noted that the “Teacher is fantastic, super engaged with the kids.” Despite having a relatively small catchment area with approximately 7,500 residents, early literacy programming at Connaught is extremely popular with attendance numbers similar to the larger RPL branches.

Connaught also participated in the 2022 Cathedral Arts Festival, the first in-person festival since 2019. At RPL's street fair booth, library staff interacted with over 4,900 visitors to promote our summer learning program, Level Up! as well as our other library services and collections.

In 2023, Connaught will offer an after-school program for school-age children, in addition to programs and tours for individual classrooms. We look forward to continuing to work closely with our school and community partners in 2023.



George Bothwell Branch

George Bothwell Branch, in the Southland Mall, serves the southern portion of the city, including Lakeview, Albert Park, Whitmore Park, Hillsdale, and Harbour Landing. It is consistently one of RPL's busiest locations and welcomed approximately 224,200 visitors in 2022. Computers were used for a total of about 21,100 sessions and around 7,504 people attended programs at the branch.

An increasing trend is the need for private workspaces that allow for video communications like online job interviews and citizenship exams. In Q3 and Q4, 2022, George Bothwell Branch received increased requests for individual room bookings and for lending laptops with webcams. As the Harbour Landing neighbourhood expands, the branch will likely continue to draw large visitor numbers.

The branch also has a high demand for printing, with more than 29,000 print jobs in 2022, more than twice as many as Sherwood Village or Sunrise Branches, the other larger, "suburban" branches.

Glen Elm Branch

Glen Elm Branch, in the Glencairn neighbourhood, is a medium-sized branch built in 1979. Its primary customers are from Dewdney East, Glen Elm, and Glencairn. Many newcomers call the area home, and the most spoken languages other than English are Tagalog, Punjabi, and Vietnamese. Glen Elm Branch customers typically include newcomers, older adults, parents/caregivers with children, and teens. The branch is alive with newcomer teens after school and on weekends.

Glen Elm provides supports and programming for at-risk youth and for adults experiencing economic and substance-use challenges. Community Engagement Officers from the Regina Police Service were guests at a staff meeting and shared valuable information. Providing emergency access to Naloxone at the branch, and training staff for its use is a priority for 2023.

There is a large newcomer population in the surrounding area: newcomers make up about 34% of the population in Harbour Landing and about 26% in Albert Park. The three most spoken languages in the branch's service area after English, are Gujarati, Punjabi, and Mandarin. In 2023, adding new shelving will allow for an expanded collection of multilingual materials and the opportunity to expand our overall collection to better serve our community.

With the easing of pandemic restrictions, we've seen renewed interest and activity in the Creation Cube, a glass-walled studio space in the centre of the branch, with a 168% increase in daily visitors between the first half of 2022 and the second. RPL staff worked to showcase community projects in the space through partnerships with Winston Knoll's Deaf and Hard of Hearing (DHH) program and Ranch Ehrlo in 2022.

The newly installed BEAM projector, which offers interactive gaming, also continues to attract families to the Creation Cube.

About 54,100 customers visited the branch in 2022. Computer usage is consistently high, with about 6,000 hours of use logged on desktop computers and lending laptops. Staff frequently assisted newcomer customers with locating and printing online government documents.

Children's programming has low attendance at Glen Elm, so there is a significant opportunity to increase it. One challenge preventing parents from attending early literacy programs may be employment commitments. About 160 children's programs and 60 adult programs were offered in 2022.

The branch is located in a diverse community and there is a need for more programs celebrating different cultures and traditions, which will be made available in 2023. The SHA has hosted prenatal classes and a weekly vaccine clinic at the branch for most of 2022 and will continue them in 2023.

Prince of Wales Branch

Prince of Wales is a small branch located in the Core Ritchie Neighborhood Centre in east central Regina. The branch serves seniors and families in the Al Ritchie, Heritage, Gladmer Park, and Boothill neighbourhoods.

Classroom visits and library visits with neighbouring schools were successful this fall, reaching 100 to 150 students per month from September to December. A partnership with the Family Wellness Centre resulted in several coordinated family events including the Family Jingle Ball in December, which drew a crowd of 200 people, and resulted in a sharp increase to the branch's daily visits. A partnership with the Regina Police Service Community Engagement unit was established to address supports for at-risk youth. The branch has continued its successful shared garden space with the Core

Ritchie Centre, allowing staff to partner and provide outdoor programming and services for the surrounding community.

In 2022, enhancements at Prince of Wales Branch included the addition of dyslexia-friendly materials to its collection as part of a pilot program with the Provincial Library and Literacy Office, a new rug and sound proofing absorbers for the children's area, and plexiglass extensions for the staff workroom.

We look forward to building on the existing and newly created partnerships/relationships with the schools, Regina Police Service, Family Wellness Centre, United Way, and the Al Ritchie Community Association to serve the diverse and unique needs of the community.

Sunrise Branch

Sunrise Branch is a large branch located inside the Sandra Schmirler Leisure Centre in southeast Regina. The branch opened in 1990 and serves a growing community in the Gardiner Park, University Park, Windsor Park, the Creeks, and the Greens on Gardiner neighbourhoods. The branch serves many young families and residents from diverse cultural backgrounds. In 2022, about 167,600 visitors came into the branch and about 249,200 items were checked out, making Sunrise one of RPL's busier branches.

There were over 400 programs delivered at the branch. Regular programs, such as Stitch and Chat, a Parkinson's Support Group, Forever in Motion, and Reading Buddies resumed in 2022 with a steady increase in attendance. Partnerships with SaskAbilities and local daycares were revived, and new partnerships are underway for 2023 with organizations like the Cosmo Learning Centre, which supports individuals with diverse abilities, interests and needs.

Sunrise Branch had great success with its Family Fall Fair in October, drawing a crowd of over 650 people. There was a steady increase in attendance at regular and special storytime programs such as a New Year's Eve Party, Monster Bash at Halloween and Holiday Storytime. The branch also logged over 130 meeting room bookings in 2022.

Enhancements at Sunrise included the addition of more video games and heritage language materials to its collection, new rugs in the children's area, and new wayfinding signage, to create an experience that is more enjoyable, accessible, and responsive to our customers' needs. New sliding doors were installed at the main entrance of the Leisure Centre.

We look forward to nurturing and growing new partnerships in the community, and improving our collections, programs, and services to be more inclusive and diverse.

Sherwood Village Branch

Sherwood Village Branch was built in 1981 and is a busy suburban branch in Northwest Regina. In 2022, about 111,000 visitors came into the branch, borrowing about 223,300 items. The branch primarily serves the neighbourhoods of Normanview, Argyle Park, Walsh Acres, Lakeridge, and Sherwood/McCarthy.

The branch serves many families with small children. In 2022, children's picture books were the highest circulating materials, and children's programs were well attended, with approximately 5,000 participants at over 280 programs.

There are many partnership opportunities available in the neighbourhood, including with the YMCA adjacent to the branch, and two high schools within walking distance.

Computer use was popular at the branch, which logged about 5,300 hours of computer time. A laptop lending kiosk was added to Sherwood Village's service offerings in 2022.

Regent Place Branch

In 2022, Regent Place welcomed almost 77,900 visitors through its doors and about 96,500 items were checked out. The branch primarily serves the neighbourhoods of Regent Park, Coronation Park, and Uplands. The branch offered almost 300 programs over the course of the year, with the most popular being regular children's programming and a summer magic show.

The branch saw a rise in drug-related and aggressive incidents, so staff training for First Aid was reviewed to ensure Occupational Health and Safety levels were met, and all staff received training and education related to addictions and the use of Naloxone.

There were minor upgrades to the branch throughout the year, including a new book drop added to the vestibule, the addition of a plant

The branch received many upgrades in 2022, including new paint, lighting, shelving, new artwork, a gaming station, and the installation of a WhisperRoom for sound recording (an extension of the Digital Media Studio at Central Library).

Children's books and other highly used materials were moved to the ground floor to provide easier access and an enhanced play space. Large-print and audiobooks, as well as popular adult materials, were also kept on the ground floor, while the remaining adult materials moved upstairs.

The collection of books, DVDs, and other physical materials available at the branch was expanded by almost 10%. Study stations and reading nooks are well used in the refreshed space. The reconfigured floorplan included the installation of a second service desk on the upstairs level. By eliminating a centralized staff workspace, the branch is now more conducive to a roving service model, allowing staff to more easily walk around and offer assistance to customers.

wall thanks to a community donation, a new children's computer, and a digital magazine kiosk. In 2023, the plan is to continue the refresh with reupholstered furniture in the teen area, a new colour scheme with fresh paint, and signage throughout the rest of the space.

There has been a significant increase in both room bookings and computer sessions at Regent Place Branch. In fact, there was an increase of 54% from 2021 to 2022 in the number of computer sessions held at Regent, which brought us up to 15,000 sessions last year.

We look forward to increasing programming and outreach in the community, with a focus on connecting more broadly with the 14 elementary and middle schools in the area, in 2023.

Meeting Rooms

RPL offers meeting rooms for community use at most locations. RPL customers, community groups, and non-profit organizations can access these rooms free of charge. Commercial organizations can also rent them for a fee. The number of bookings for meeting rooms at all RPL locations increased in 2022, compared to 2019, indicating that the need for and the awareness of these meeting rooms are rising.

Location	Number of Rooms (seating capacity)	Cost for up to 3 hours of commercial use	Number of bookings in 2022 ¹
Central Library	3 (22 to 40 chairs)	\$15 to \$30	174
Connaught Branch	1 (30 chairs)	\$30	22
George Bothwell Branch	3 (10 to 60 chairs)	\$15 to \$30	332
Glen Elm Branch	2 (30 to 50 chairs)	\$30	119
Regent Place Branch	3 (6 to 80 chairs)	\$15 to \$45	163
Sherwood Village	1 (80 chairs)	\$45	62
Sunrise Branch	2 (40 to 150 chairs)	\$30 to \$45	136

¹ Priority usage of meeting rooms is for RPL programming. The number of bookings here reflect room bookings for the remaining time available.

Our Collections

RPL's collections encompass a range of physical and digital materials, including books, eBooks, eAudiobooks, newspapers, magazines, streaming movies and music. Libraries worldwide are expanding their range of materials available to borrow, and RPL is too, through unique offerings such as musical instruments, bird watching kits, and CO2 monitoring kits.

Print Collection

Print collection use continues to rise after an obvious drop during the acute phase of the pandemic. Although circulation of the adult print materials has not completely recovered, it did increase by 10% from 2021.

We are encouraged to see the recovery of children's print materials, which have returned to pre-pandemic levels at Connaught and George Bothwell Branches. The system-wide level increased in 2022 by 11% over 2021. Our children's Vox books collection has proven to be enormously successful and constantly in high demand. These children's picture books include a read-along recording that children can listen to independently. The collection has expanded

from an initial 100 items when launched in 2019 to almost 1,000 items in 2022. From 2021 to 2022, the circulation of this collection increased by 29%, for a total of about 6,600 checkouts in 2022. We will continue to invest in these very popular materials that help children develop early literacy skills.

In 2021, we began refreshing the juvenile nonfiction collection, which had become outdated and stale – about 57% of the collection was purchased before 2017, meaning information contained within was becoming obsolete. Much progress has been made, and the number of pre-2017 books in the collection now represents only 35% of the collection.

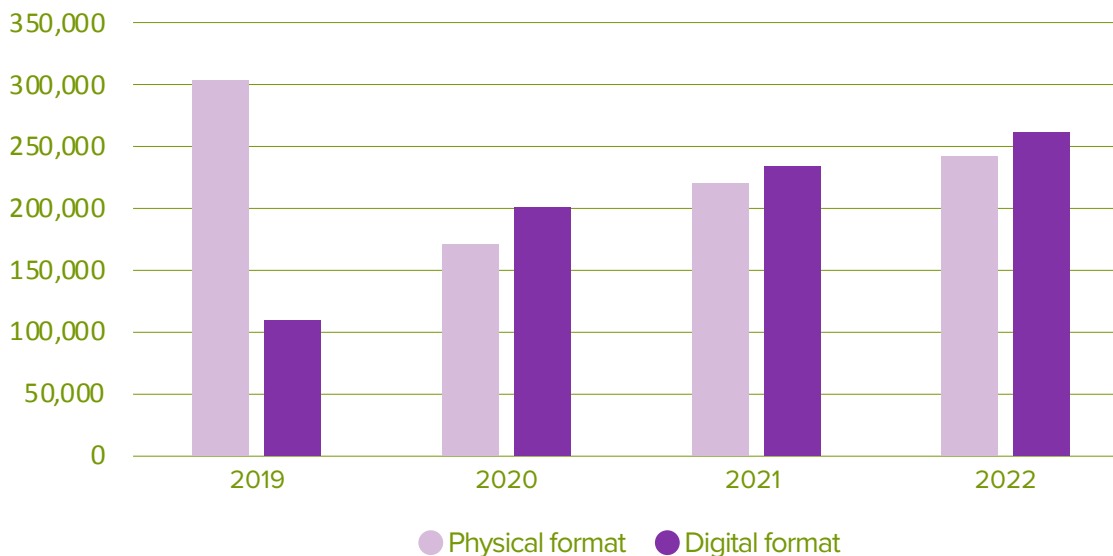
Ongoing Demand for Digital Formats

Customer demand for digital collections (e.g., eBooks, eAudiobooks, and online magazines) increased during the pandemic and continues to increase. RPL reached its highest number of digital checkouts to date in 2022 with over 490,000 checkouts.

Customer demand for adult titles through the Overdrive/Libby eBook platform is noteworthy. Overdrive is an online book library available to RPL customers, and Libby is its accompanying app. Checkouts for adult fiction titles in eBook and eAudiobook formats jumped 140% over the last four years (see chart below), and, since the onset of the pandemic are circulating more in these formats than in print.

Even as customers return to using our print collections, the demand for digital versions continues to grow, adding a degree of strain to our collections budget as digital copies often cost two to three times more per copy than their print counterparts. RPL continues to increase our budget for digital materials to keep pace with demand. Since the Saskatchewan Libray2Go shared collection is vast and offers our customers a rich source of older popular materials, many of which are no longer available in print we have been able to meet demand in many areas but will need additional funds to address interest in current releases.

Adult Fiction Use



Continued Commitment to Truth and Reconciliation

As part of RPL's commitment to support the principles of Truth and Reconciliation, and all people on Treaty 4 land, we continued to offer the Indigenous Voices print collection (launched in 2019), a collection with over 2,700 titles that highlights the works of Indigenous authors and creators. One of the main goals of the collection is to serve as a starting point for any person seeking to learn more about Indigenous issues and lived experiences as a part of reading for reconciliation. It also showcases the diversity of Indigenous publishing across fiction, nonfiction, poetry, and graphic novels. Use of the collection has increased every year since its launch.

In 2022 we created a dedicated Indigenous Voices homepage in the library's primary e-reading app, Libby/Overdrive that allows us to highlight titles by Indigenous authors and make it easier for customers to find the digital versions. The on-going development of this collection in print and in digital formats will continue in 2023.

Expansion Of Materials In Languages Other Than English

The Canadian census data for 2021 provides important information on the changing demographics of our city. In response to Canadian census data, and the growth of newcomers to our community, we have expanded our collections of materials in languages other than English, and in 2022

added materials in Ukrainian and Gujarati. Space concerns at our branches require us to keep these collections relatively small, however they are augmented by the robust collection of language materials owned by our Provincial Library and available for loan at any of our branches.

Unique Materials

Musical instruments are available for loan from Central Library and the Sherwood Village Branch and about 400 instruments were borrowed in 2022.

RPL's collections have expanded to include other unique offerings that could be of practical use for our customers. New Beyond Books materials growing in popularity include:

- CO₂ monitors;
- Bike Repair kits;
- Radon monitors;
- Birding backpacks with identification guides and binoculars;
- Role Playing Game kits;

- Saskatchewan Regional Park passes; and
- Bike locks.

There are wait lists for a number of these items. For example, the original 20 radon monitors had a wait list of over 100 holds their first week in circulation, causing us to add more devices to the collection to meet demand.

In 2023 we will be introducing a seed library for customers who want to plant gardens and maybe even share seeds back to the library at harvest time.

These collections have been developed in conjunction with community partners who are often providing programming to accompany the materials or financial support to build the collections.

Our Programming

RPL continued to respond to the wants and needs of Regina's residents with diverse programming for a variety of ages and interests. In 2022, approximately 87,000 participants attended over 4,400 programs offered online, in-person at our libraries, and out in the community. Interest in online programs remained strong, as almost 1,000 programs (23% of the programs) were offered virtually, attended by about 39,000 participants.

Children's programming, for example, saw over 57,100 attendees in 2022, a response to expanded online offerings. Attendance trends demonstrate that program participants still prefer online to in-person programs.

We also moved to offer more responsive programming to the community, both within the library and outside it, working with different community groups to create programs that addressed community needs. Two programming assistants are supporting this work, and community librarians connected with nearly 1,200 Regina residents from underserved populations, helping more people access library and community resources.

In 2023, we will continue to host both online and in-person programs within and outside the library walls.

Children and Families

Nearly 2,000 children's programs were offered. Of these, only 163 were online programs, but they drew nearly half of all children's program attendance (around 28,230 participants). Online children's programs have expanded opportunities for schools and community members to access more programs than they could prior to the pandemic, like our Indigenous Storytelling sessions for schools. The following were RPL's major child and family programs and initiatives:

Menu of Library Services

A new online menu for schools was developed to enable teachers to quickly and easily sign up for library tours, programs, and early literacy education services for their classes.

Read Together Regina

Community Engagement and Programming (CEP) revived this program, on hiatus during the pandemic. The program was designed to raise awareness about the importance of developing early literacy skills in young children by providing a book bag with free reading materials and resources to the families of every baby born in Regina. Distribution of these bags will continue in 2023.

Tutoring Programs

Reading Buddies and Math Buddies served about 330 students in grades 1 to 3.

City of Regina's Play Escapes

RPL participated in this City's program at 14 locations throughout the city. The inclusive, free summer program offers leader-facilitated play opportunities for ages 5 to 12, to help develop and foster life skills, creativity, imagination, and positive self-image while promoting a physically active lifestyle.

Canada Day Event

RPL hosted the family stage at the 2022 Canada Day event at the Saskatchewan Legislative Building. This event brought together children and families in experiences that promoted community and literacy building. RPL is again poised to host the event in 2023 with expanded offerings.

Staff Training Modules

RPL increased staff awareness of school-age offerings and enhanced our ability to provide beneficial, easy-to-access and user-focused services to children and families.

Business Services

RPL offered over 250 business-related programs to support social vitality and economic prosperity for the people of Regina. Examples include:

Small Business Week

RPL hosted the week in October 2022 and offered programs to support people who intend to start or grow their own business. The series included a panel discussion featuring newcomer entrepreneurs in Regina.

Financial Literacy Month

RPL offered programs to help attendees enhance their financial literacy skills throughout November. RPL will continue to support the financial literacy of community members, businesses, and non-profits in 2023.

Résumé and Job Coaching

RPL provided résumé and job coaching sessions twice a week for job seekers as well as weekly business/personal finance programs.

Overall, we are pleased with the outcomes of our business services programs with nearly 1,500 attendees. At least nine of our participants secured employment as a direct result of attending our employment programs.

Newcomers

RPL implemented the following programs and initiatives to support newcomers in Regina:

Partnership with the Ukrainian Canadian Congress

An information session about the Ukrainian displacement gave RPL staff the opportunity to learn about displaced Ukrainians' needs and helped us co-create responsive programs that informed Ukrainian newcomers about library offerings that support settlement in Canada.

English Language Learning for Ukrainians

An RPL volunteer who was fluent in both English and Ukrainian facilitated the sessions. Participants improved their proficiency in English, making it easier for them to access necessary community supports.

Programs in heritage languages

According to the 2021 Statistics Canada census, about 12% of Regina residents speak a language other than English at home. Additional programs in languages like Mandarin and Ukrainian were created in response to this diversity of languages.

RPL continues to improve access to English-learning programs, reducing long wait lists while equipping people with the language and literacy skills they need to participate more effectively in our community. In 2023, we will be piloting a drop-in English program and offering English for Mandarin speakers, as well as partnering to teach basic literacy and computer skills to newcomers.

Indigenous Services

Overall, 140 Indigenous programs were offered in 2022, attracting approximately 3,300 participants to the following major programs and initiatives:

Tatanga Day

RPL had a booth at the event held in Buffalo Meadows Park July, to celebrate Canada Day by highlighting Indigenous traditions, culture, dance, and music. Staff and Indigenous storytellers engaged with attendees around Indigenous knowledge and offerings.

Canada Day

RPL raised a tipi at the Canada Day event at the Saskatchewan Legislative Building, to provide Indigenous teaching to the public and add an Indigenous component to the Family Fun Zone, highlighting our shared history. Approximately 10,000 people attended the event.

Sherwood Village Branch Refresh

We introduced Indigenous artwork in our refresh of the space, to create a more welcoming environment in support of the Indigenous community.

Smudging Ceremonies

As well as incorporating Indigenous artwork in the space weekly smudging, a ritual cleansing ceremony that involves burning sage, sweetgrass, cedar and/or tobacco s offered in Community Commons at Central Library, providing Indigenous and non-Indigenous peoples an opportunity to learn more about Indigenous cultural practices.

Language Workshops

RPL partnered with Reconciliation Regina to offer Indigenous Language workshops on the six Indigenous languages spoken within Treaty 4 territory. (Salteaux, Cree, and Dakota/Lakota/Nakota). Three workshops were held, with 10 sessions per workshop, one of which saw more non-Indigenous than Indigenous participants.

Children's Land Acknowledgment

RPL collaborated with an experienced storyteller with a background in children's education to create a children's land acknowledgment action rhyme, providing an early introduction to the concept of Truth and Reconciliation.

Tanya Talaga Author Talk

RPL partnered with the Royal Saskatchewan Museum and Reconciliation Regina to bring in Indigenous author Tanya Talaga for a discussion about finding our way forward to Truth and Reconciliation. The event was well-attended, with 167 in-person participants and 126 online attendees.

Adults and Teens

Over 1,300 adult programs and almost 75 teen programs were offered, with an attendance of about 15,000 and about 2,400, respectively. In 2022, we increased in-person adult programs to reduce barriers for people who may not have the technology to participate online but observed that some customers remained uncomfortable attending in person, evidenced by 42% of adult program attendees participating virtually.

Besides the health-related discomfort with attending programs in-person, other motivators of virtual over in-person program attendance are the accessibility and convenience that virtual programs provide. Research indicates that people will continue to prefer virtual program options for the foreseeable future. In response to this trend and evidence from our own data, we will keep in-person, online and hybrid programming options open to meet the needs of our customers.

Hosting programs virtually and in hybrid format has no significant impact on our budget as we provide the same honoraria to online and in-person presenters. However, online programs may be a little more staff intensive as staff

have to stay on most of the time to manage breakout rooms, troubleshoot technology, etc., unlike in-person programs. We are exploring options to reduce staff time involved in hosting online programs. We also do not expect hybrid programming to impact our space, although we may need different or additional types of technology and skills among staff.

The following were RPL's major programs and initiatives for adults and teens:

Drop-in programs in the Community Commons

The new gathering space at Central Library held drop-in programs, including smudging, business learning programs, English language learning programs, and writing programs where RPL's Writer in Residence provides one-to-one feedback on manuscripts.

Reduction of barriers for older adults

CEP implemented programming strategies to reduce barriers related to mobility, health status, and varying technology abilities. This included setting dedicated time slots for older adult programs and adding more programs to address health-related needs of older adults.



Literacy Services

According to the Statistics Canada 2021 census, 12% of people in Regina spoke a language other than English most often at home (compared to 10% in 2016). Based on its uptake we know that now, more than ever, RPL's Literacy Services are required to support newcomers in our city through English as an Additional Language learning programming, supports for citizenship tests, and more.

In 2022, the Literacy unit offered eight unique programs including Beginner English for Newcomer Ukrainians; Group Tutoring; and Coffee and Conversation sessions. Over 1,900 participants from a variety of home countries, including China, India, Ukraine, Iran, and Vietnam attended and learned language skills to help them acclimate to life in a new country. These numbers indicate that there is still a strong need for in-person and online tutoring as we move out of the acute phase of the pandemic.

The Literacy unit's first volunteer tutor conference in three years was held in September 2022 at māmawêyatitân centre. RPL tutors provide English language and literacy

learning support to English as an Additional Language (EAL) learners and newcomers to Canada to build confidence and skills in a safe, learner-led environment. This year's conference brought 25 tutors together to learn new strategies and techniques they could incorporate in their Literacy tutoring sessions. The focus of the conference was on RPL's Indigenous Services Strategy, learning through art therapy, the role vision plays in learning and behaviour, and how to incorporate the Truth and Reconciliation Calls to Action into literacy tutoring.

RPL strengthened its supports for tutor and learner registration in literacy programs, thereby reducing wait times for these customers.

Near the end of 2022, we established a partnership with Saskatchewan Blue Cross to deliver health literacy programs for newcomers in 2023.

Sessions to be delivered include "Vaccine Information Session for Newcomers" and "Canada and Vitamin D Supplements."

Outreach Services

RPL's Outreach Services unit assists customers who cannot read print material or are unable to visit the library due to illness, age, or disability by providing accessible services, materials, and technology.

In 2022, RPL integrated Outreach Services into day-to-day customer service delivery and developed an overall accessibility strategy for our libraries. This integration can be seen in new initiatives such as the iPads for Seniors program, ongoing training support for customer service staff, increased consultations with Outreach Services customers, and the development of an accessibility action plan and partnerships with CBC and the Canadian Council of the Blind. Ultimately, branch staff working directly

with customers who have accessibility needs are now better trained and better informed of Outreach Services offerings, and can connect customers to the tools and programs they need in a more efficient manner.

In response to our existing customers' demands for continued online and barrier-free Outreach Services programming, the unit offered a Book Club for adults with print disabilities in partnership with Centre for Equitable Library Access (CELA). The program averaged six participants per session. The unit also offered the Getting Together with Technology program, a partnered program with the Canadian Council of the Blind. Each week a different technology topic is discussed, and participants explore how

it can enhance the lives of those with vision loss through peer-to-peer learning. The program averaged approximately nine attendees per session. Both programs were offered in a hybrid model with online and in-person sessions.

The iPads for Seniors program helped bridge gaps for those customers who were struggling to connect with family and friends during the height of the COVID-19 pandemic. The program was a success, with 75% of participants finding the supporting materials and guides helpful in connecting them to family and the outside world.

The Outreach Librarian conducted training for staff at all RPL branches in the areas of accessibility and assistive technology, home delivery, and accessible materials, with further training in customer service to come in 2023. We also plan to expand assistive technology offerings by making text to speech readers available at all branches, adding assistive workstations at the majority of our branches, and standardized training for all branch staff in the deployment of RPL's assistive technology.

We consulted with Outreach and community users in a variety of ways, including a full-day forum on accessibility conducted by CBC/Radio-Canada in French and English. The forum was a discussion about the needs and priorities of people living disabilities to inform CBC/Radio Canada's national accessibility plan and RPL's Outreach and Accessibility goals. Participants included people with visible and physical disabilities, non-visible disabilities, disability advocates, and parents of those with disabilities.

Our 2022 Outreach survey showed that 92% of respondents felt RPL staff was meeting their needs. 85% of respondents were happy with the variety and accessibility of materials. They preferred programming conducted with accessibility in mind, and we have incorporated that feedback by ensuring an online version of our Outreach Services Book Club continues.

From 2019 to 2022, the Outreach Services unit saw an increase in new library cards issued. In 2018 there were 310 active cards assigned to Outreach Services, in 2019 it was 318, and in 2022 Outreach had 349 active cards. Over 90 Outreach Services library card users and 21 care homes accessed our Home Library Services, one of our core services, for customers who are not able to physically access the library. Others accessed facilitated holds pick up services at Central Library and attended our specialized programs. Home delivery service has become more efficient by employing materials selection technology like Outreach Readers Service (ORS), which reduces staff time needed for book selection and allows us to serve more home delivery customers without added hours or staff.

Branches have begun to use Check It Out bags containing an assortment of pre-selected Large Print and other accessible materials so that customers or caregivers have an easy pick-up option at their most convenient location. In 2023 we plan to implement eBook and audiobook readers with greater capacity to reduce delivery frequency.





Dunlop Art Gallery

Dunlop Art Gallery, with locations in Central Library and Sherwood Village Branch, presents a diverse range of visual artwork with a focus on contemporary Canadian culture. The gallery offers creative ways to engage with the arts and learn about diverse and Indigenous cultures.

In 2022, attendance at Dunlop programs increased 85% over 2019 and average attendance per program nearly doubled in 2022 over 2019. At the beginning of the pandemic, Dunlop Art Gallery conducted programming online which significantly expanded its reach and audiences. Dunlop Art Gallery now offers hybrid programming (in-person and online), and has retained strong engagement with online audiences. While the initial growth may eventually level off, we continue to closely monitor shifts in our community's needs. In 2022, Dunlop saw nearly 7,500 attendees at its programs, including in-house, off-site, and online programs. Popular programs in 2022 include an illustration workshop by Indigenous artist Leah Dorion which saw 175 participants, and an artmaking

presentation by local artists at the Cathedral Village Arts Festival attended by nearly 200 people.

Dunlop Art Gallery is a nationally recognized art gallery and hosts 8 exhibitions per year between both locations. The exhibitions showcase diverse art forms and play an important role in connecting customers with artists, designers, and storytellers from across Canada. Exhibition highlights in 2022 include award-winning Indigenous artist Shelley Niro, presentation of new artwork by LEGO® artist Ekow Nimako, and the celebration of several local Regina artists in the group exhibition, *In My Skin*.

Looking toward 2023, we will continue to serve the community through workshops, programs, exhibitions, mentorship, and unique opportunities for our community to learn and connect with artists.

RPL Film Theatre

RPL Film Theatre screens Canadian, foreign, art house, and independent films and documentaries.

Trends in the film industry show that more customers are choosing to watch movies online and on streaming services. In response to these industry shifts, RPL Film Theatre introduced a new business model in 2022, focusing on more community partnered events, special screenings, and integrated programming with other RPL units. The new business model increased budget efficiencies while continuing to uphold RPL Film Theatre's commitment to being a community space for learning and gathering.

Early in 2022, Film Theatre attendance levels were lower than average levels in 2019. In Q2 2022, we explored reintroducing first-run films and community-partnered events. In Q3 2022, we presented the Foodie Film Festival in partnership with local restaurants and attendance numbers began to increase.

The Foodie Film Festival saw about 300 attendees over the weekend-long event, and 400 attendees at an outdoor performance in partnership with Regina Farmers Market. We also offered another special ticketed event, the Cannes Best Ads Film Festival.

Changes in the film theatre landscape in Regina resulted in a gap in art house cinema and foreign film offerings, which led us to adjust our business model. By late 2022, we began presenting more films from these categories, and by the end of the quarter, average attendance was at par with average attendance in Q4 2019. This strategy will be more fully realized in 2023.

RPL Film Theatre also further integrated its programming with other RPL units, highlighting a special focus on seniors and families. RPL Family Storytime and Midday Matinees aim to increase engagement with families in our community, local daycares, and senior care home facilities.

We also expanded partnerships with community groups, such as a local South-Asian film group, the Regina Movie Club, On Cue Performance Hub, and Reconciliation Regina.

Looking ahead to 2023, RPL Film Theatre will be launching a customer perception survey to gauge customer satisfaction with Film Theatre offerings, and we will use the survey results to inform future programming and events.

Website, IT, and IT Infrastructure

A connected and digitally literate population is a more informed and more productive population. RPL helps bridge the digital divide in our communities by providing access to the Internet and printing services, and enriches lives by offering access to modern technologies

like the Digital Media Studio, digital interaction gaming and learning experiences, 3D printing, and virtual reality, as well as extensive online resources through our website, www.reginalibrary.ca.

New In-Branch Digital Experiences Introduced in 2022

BEAM

Introduced at George Bothwell Branch in August, BEAM is a children's interactive gaming system with visuals projected from the ceiling. BEAM has been a popular offering and typically has 100 to 150 visits per day when in operation. We will look for opportunities to expand access to this popular attraction in 2023.

Teen Gaming Space

A new teen gaming space was introduced at Sherwood Village Branch in November, with a Nintendo Switch console and pre-installed games that allow multiplayer gameplay for up to eight players simultaneously, providing a unique and interactive community building experience

for gaming enthusiasts. Gaming is a growing part of our shared culture and an important part of digital literacy, and this technology is something that our young adult audience can access at no cost, in a safe space.

Mobile Tablets for Staff

New digital tools to support RPL's staff were introduced as a pilot at Central Library in 2022, allowing staff the ability to access work tools and resources to assist customers from anywhere in the library. This staff support tool is being expanded to our branches in 2023.

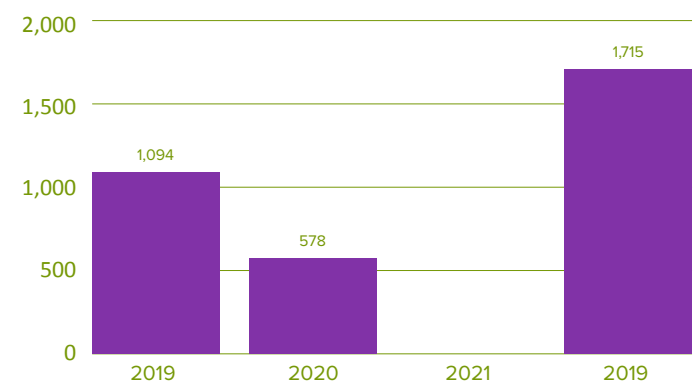
Return and Expansion of Pre-Pandemic, In-Branch Digital Services

Virtual Reality (VR) Discovery Kiosk

This service provides public access to virtual reality experiences and was reintroduced at Central Library in August 2022. Launched as a pilot in Sept 2019 the kiosk averaged about 280 sessions per month before pandemic safety measures took it out of service. Since returning in August 2022, it has averaged around 350 sessions per month. A second kiosk was launched at Albert Branch in late December 2022. Early indications show much customer interest, but statistics are not yet available for assessment.

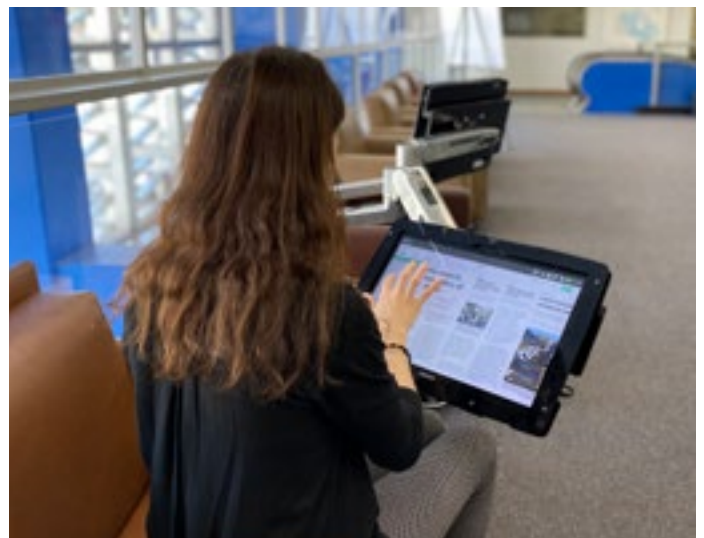
Virtual Reality Discovery Kiosk Visits

Number of visits per year



Digital Magazine and Newspaper Kiosks

Digital reading kiosks were restored to service at Central Library and expanded to Regent Place and Sunrise Branches in late-2022 as a pilot to be evaluated in late-2023 to assess the viability of digital alternatives to more traditional browse-and-read experiences with print materials in RPL's magazine and newspaper reading areas.



Other Initiatives

Collaboration Technology

In 2022, RPL started a systemwide review and evaluation of the technology we use in our meeting spaces to make videoconferencing more accessible, while allowing for technology improvement in many public meeting rooms. This evaluation included user assessment exercises, collaboration space identification and classification, and identification of desired uses. We have started evaluating rapidly emerging improvements and advancements in collaboration technologies to identify possible solutions and will continue in 2023.

Internet Connectivity

with our significant reliance on the Internet and online resources, RPL needed an automatic backup network connection, implemented using the SaskTel cellular network at the Central Library building in 2022. This allows our network traffic to automatically switch to a cellular-based network connection when our primary connection is unavailable, and automatically move back when it is restored. In 2023, we will be making required network changes to prepare for the expansion of this cellular network backup at other library branches, for network circuits between branches.

Off-premises Server Infrastructure

In 2022, RPL conducted a year-long pilot to evaluate the suitability of using off-premises servers to host several public computing services. This pilot tested the reliability and performance of running local computer sessions on a remote server, RPL's ability to effectively recover other server-based systems in a disaster scenario, and the effectiveness of remote management of all services. The pilot was successful and sets the foundation for RPL to begin the procurement process in 2023.

Security

Over the past several years, RPL has implemented security measures to protect the library against existing and emerging cybersecurity threats. Considered our "first line of defence," staff have considerable impact on RPL's cybersecurity defence.

In 2022, RPL established a process and tools, including cybersecurity threat email simulations, to measure staff awareness, provide staff training on cyber threat identification and response, and a mechanism that allows staff to simply click a button when they receive a suspicious email to get a quick response from IT with recommended actions. In 2023, we will continue to test and train staff to better identify existing and emerging cybersecurity threats.

Looking Ahead

We are looking forward to the rollout of more important IT experiences, programs, and initiatives in 2023, including, bolstering IT infrastructure and security, fully implementing radio-frequency identification at all circulation points (i.e., for item checkouts and returns), reviewing our in-branch digital experiences (e.g., interactive ceiling projection systems, group gaming stations, more 3D printing locations, etc.), and reviewing and upgrading our in-branch printing and computer reservation services.

As part of our website changes in 2023, we plan to introduce an online appointment scheduler for customers to book support time with library staff for various areas of need (e.g., using library resources, help with technology, etc.), as well as to enhance online account management features that include an 'Add to Wallet' option for library account barcodes on mobile devices.

Our Strategic Context

Strategy Map

Regina Public Library's commitment to our community remains strong and is demonstrated by our strategic actions. The *Regina Public Library Strategic Plan, 2022-2025* provides direction for the organization's priorities, and is shaped directly from our aspiration, purpose, strategic imperative, and organizational values.

Led by the RPL Board of Directors, the plan captures recurring themes voiced by the community, envisions a desired future, and defines actions required to achieve that future. It defines the RPL experience—our promise of what customers and the community can expect from their library.

The information below provides a snapshot of actions to date. Many of the action items within the strategy map intersect and fit within more than one subsection. For the purposes of this document, one sub section has been assigned to highlighted actions with more than one home.

A schematic of RPL's strategic plan is available at www.reginalibrary.ca/planning.

1.1.1 Develop Leadership Capacity

Selective identification of leaders within the library for development and future opportunities for growth and advancement.

Significant efforts were made in 2022 to continue to improve the skills, abilities, and confidence of RPL leaders who embody the RPL brand personality (welcoming, leaders, collaborative, curious, and enthusiastic); who coach their teams to be knowledgeable, empathetic and user-focused; and who are ready to take on more responsibilities as opportunities arise.

Compensation for out-of-scope positions was assessed using a reliable and well-known job evaluation method and a revised compensation grid was created for all leadership role descriptions. A market comparison using a customized peer group of employers was also conducted. The resulting RPL leadership compensation is better aligned for recruitment and retention, ensuring that we are better positioned to deliver on the brand promise.

RPL continued to hire people and fill vacancies within the new organizational structure introduced in 2021. Both internal and external candidates were recruited into leadership

positions, demonstrating that RPL's approach toward internal leadership development is successful, and that RPL attracts qualified leadership candidates from the broader market.

Updated leadership competencies (leadership skills and behaviours that contribute to superior performance) were established and will be incorporated into human resources processes, including recruitment, performance planning and review, and professional development. Using a competencies-based approach to recruitment and retention allows us to identify learning and development opportunities for all employees, and identify candidates with leadership potential, in support of career progression and succession planning.

Leaders and supervisors all received training on the essential skills for leading, coaching, and developing people. RPL intends to transition this foundation into modules that can be made available as required. Further work will be undertaken in 2023 to build on the foundational work of 2022.

1.1.2 Facilitate an Environment of Purpose and Shared Success

Drawing on past staff engagement, this initiative will include actions that position RPL for success as an employer and recognizing the role brand can play in establishing “purpose and shared success” for those who work here.

RPL strives to be a preferred employer, able to attract and retain people who are prepared, engaged, and accountable.

In April 2022, we conducted an employee survey to gauge employee engagement and connectedness, and to determine future priorities for maintaining a positive and dynamic workforce. Priorities were identified out of the survey results and we will conduct the survey annually to measure changes in employee responses, particularly in the following areas:

- The opportunity for staff to acquire new skills at RPL;
- Staff being comfortable to share opinions with their managers; and
- Ensuring staff have access to everything they need to perform to the best of their abilities.

Core competencies were established with input from organizational leaders, supervisors, and the Workplace Culture Group (a group of employees from across the organization who gather to contribute to creating a healthy workplace culture – see more below), to develop a common language for describing skills, abilities, behaviours, and performance expectations. These competencies will be incorporated into human resources processes and tools starting in 2023.

An online orientation presentation was developed to introduce all new employees to RPL's values, strategy, and brand. It has been tested and will be formally rolled out to all staff March 2023. We will continue to work on employee orientation and on ensuring that training needs by position are identified and met.

1.1.3 Embed Equity, Diversity, and Inclusion in all Aspects of the Organization

Take proactive steps to ensure that RPL reflects its community and honours its value of inclusion by pulling it into the operation as a fundamental part of who we are.

The values of equity, diversity, and inclusion are very important to RPL.

In 2022, we completed the Urban Library Council's (ULC) EDGE 360 benchmark program on Digital Equity and Anti-Racism. As a part of the benchmark program, RPL participated with small cohorts of public libraries in virtual forums to share insights and strategies on how to advance equity. The assessment framework was developed by ULC and provided a set of activities and actions that RPL leadership can take to address digital equity and internal structural racism in our community, and the library itself. Participating in the program provided an opportunity to reflect on current activities and identify priority areas for future initiatives.

RPL held its first Staff Development Day since 2019. The theme of Staff Development Day was Truth and Reconciliation and featured speakers such as Chief Cadmus Delorme of Cowessess First Nation, who spoke about the legacy of the Indian Residential School system, the impact

that it continues to have on Indigenous peoples, and the support we must all provide; and Juanita Tuharsky, Métis educator, who led a land acknowledgment presentation and workshop.

RPL also continued our partnership with the YWCA in order to create work placements at RPL for youth who face barriers, such as racism or biases, to employment. Five placements occurred in 2022.

Other key initiatives under this strategic initiative include:

- Improving our overall approach to accessibility through Outreach Services (see Strategic Initiative 3.1.2); and
- The development of an Indigenous Services Strategy, which includes strategies to address Indigenous employment at RPL and to provide RPL staff with knowledge about, and confidence in, the delivery of Indigenous-led programs and services (see Strategic Initiative 3.1.3).

1.1.4 Engage All Staff in Building a Customer-Centred Environment

Continuing and building upon work from the last strategic plan to ensure that customer needs drive both internal and external service provision.

In 2022, RPL worked to improve staff engagement in meaningful ways by bringing staff together to work in cross-unit teams; by surveying customers about our service delivery to learn more about where there might be opportunity for change; and by providing access to technology and other tools for staff to enhance our ability to deliver excellent customer service.

Cross-unit teams have been effective in gathering information and learning from employees themselves about challenges and opportunities within our workplace. The Workplace Culture Group, lead by the People and Culture Unit, met quarterly to generate ideas on how to grow a positive workplace culture at RPL. They produced materials outlining respectful workplace expectations, including a poster that was installed at all locations as a reminder for all staff to adhere to these expectations. The group is currently working on a Respectful Workplace training module that will be required for all staff.

Another cross-unit team led by a member of the leadership team was formed to revitalize our Customer Service Training modules to help ensure excellence in RPL customer service practices. The modules build customer service skills for our frontline staff in order for RPL to provide an inspiring environment in which customers can discover, learn, and connect.

RPL surveyed customers and staff about the RPL Hotline – the telephone, email, and live chat customer service channels used to support customers – to assess customer satisfaction and find efficiencies in the delivery model. Of the 53 customers surveyed, 85% said the overall experience was excellent and 94% said Hotline staff met their needs all or most of the time. Responses included comments like “I like to see how the library keeps evolving for clients. I really like that I can source items from all over the province and the staff are great!” and “The hotline has been excellent. Very patient and helpful.” Staff commented that having dedicated time to answer Hotline questions allowed them to respond more fully and be more attentive to customers.

ROAM technology was tested and perfected at Central Library in the fall of 2022. This technology allows us to put the most-used resources and services on a tablet so staff can use it during on-the-floor interactions with customers. This proactive customer service model will be implemented at the George Bothwell, Sherwood Village, and Sunrise Branches in 2023.

In 2023, we will continue to make use of cross-unit teams for projects and problem-solving. Customer Service Training will be expanded to incorporate elements of the RPL experience and brand promise and personality.



1.1.5 Ensure Public Accountability in Governance Practices

Continuous review and improvement of governance practices through policy, practice, and active development.

The RPL Board values transparency and accountability and took ownership for this work to ensure that those values are reflected in our practices.

The Board of Directors' Governance Committee, responsible for supporting and managing the Board's governance practices and board oversight of RPL, was charged with developing a plan for governance practices. It first completed an evaluation to identify strengths and challenges in governance practices. The outcomes of that evaluation provided the basis for the plan.

The Governance Committee then researched and considered accountability practices of several other urban public libraries in Canada, as well as past and current practices of the RPL Board.

The finished plan was presented to the Board in July 2022, and provided recommended

changes to governance practice. These changes, which were approved by the Board and implemented for the September Board meeting, included the following updates to Board practices:

- Motions at public Board Meetings will have a verbal introduction, with background and rationale to support public understanding of library business;
- One-page summaries of Committee business from each Board Committee will be included in the Board's package of materials; and
- The Board will continue with a hybrid meeting format through both in-person and online meeting attendance to allow members of the public more options for viewing meetings.

The Governance Committee is presently working to strengthen its public accountability and will continue that work into 2023.

2.1.1 Leverage Innovation and Technology to Continuously Improve

As the touchstone for innovation at RPL, this initiative emphasizes that our understanding of innovation is broader than just technological innovation; and that RPL looks at innovation as a spectrum, and an ideal framework for both small incremental changes and enterprise-wide changes to improve the organization and the services we provide.

Following establishment of RPL's new Strategic Plan and its strong focus on innovation, the organization developed an Innovation Framework and established an idea management system in 2022. The Innovation Framework supports RPL's intent to better meet customer needs, maximize the value of our spending, and ensure the relevance, long-term viability, and value of the library within our community.

The framework identifies "innovation" as value creation in all forms, including opportunities to seek cost reductions through efficiency, develop new services to address emerging community needs, and partnering to help us access new customers.

The Innovation Framework outlines organizational structures, budgets, systems, processes, and guidance for leaders and staff to support idea generation, effective review and assessment of ideas, investment and action, and benefits measurement.



Following approval of the framework, RPL identified requirements for an idea management platform that allowed us to gather innovative ideas from staff. The Ideawake system was implemented late in the year and rolled out in early 2023. We plan to run several idea generation campaigns in 2023, starting with a broad “Quick Wins” campaign to solicit ideas from staff on how we can improve library services at RPL. We will use Ideawake to review, assess, and plan appropriate action for each idea submitted, using the knowledge gained from that process to develop an annual impact and benefits report.

In 2022, as part of RPL’s Digital Workplace initiative, we leveraged Microsoft 365 to build Teams workspaces for all RPL work units and

several projects and cross-functional teams. We established file management best practices using SharePoint, so all employees now have a digital workspace where they can collaborate and manage corporate records consistently. Another cross-functional SharePoint workspace was custom-designed for managing contracts at RPL. It provides controls and management tools to ensure all service contracts are properly stored and monitored to ensure the conditions of contracts are met and extensions/replacements are managed efficiently.

Digital workplace enhancements will remain a focus in 2023, including the rebuild of a SharePoint intranet.

2.1.2 Enhance Operational Planning, Budgeting, and Project Management Functions

Refinement of operational planning processes, new budgeting models, and better project management tools to balance mitigation of risk with over-investment in administration of risk.

The introduction of a new strategic plan in 2022 was identified as a useful conduit to introduce an enhanced planning process to track progress on RPL’s strategic plan, as well as progress on the operational plans that support it.

The duties and requirements of an existing management position were reshaped to formalize oversight for the organization’s planning and research functions. This has helped ensure more structured methods of tracking progress toward strategic planning and execution, including the introduction of digital software for leadership to update progress on plan execution.

Leaders responsible for strategic initiatives are also required to provide updates on the progress of these initiatives at each Board of Directors meeting and must provide in depth reports to the Board at least annually.

Embedding these processes, and finding new ways to prioritize plan development, tracking, and measurement, will continue in 2023.

Implementation of a budgeting and reporting software system was a significant project in 2022. The system introduced many efficiencies to the budgeting and reporting process including integration with the accounting system and an automated workflow process. Unit and project owners can view up-to-date information resulting in more timely decision making and greater accountability. In 2023, the project management processes will be reviewed, and new project planning tools will be introduced, including a revamped project charter. Data collection will be monitored and adjusted as necessary to support decision making and outcomes measurement.

2.1.3 Embed RPL Brand Across all Aspects of Operations

In unison with other strategies, like 1.1.2, and from the basis established through a brand plan, RPL operations will be pulled into the new brand and, through brand audits over time, will be tested for their integration of brand in the work they do to provide direct or supporting customer services.

The primary focus of the operational plan for 2.1.3 is to build common understanding in the leadership team and work together to move the brand from concept to practical application, and to facilitate a clear understanding in employees of the roles they play to advance the brand and build a positive brand culture.

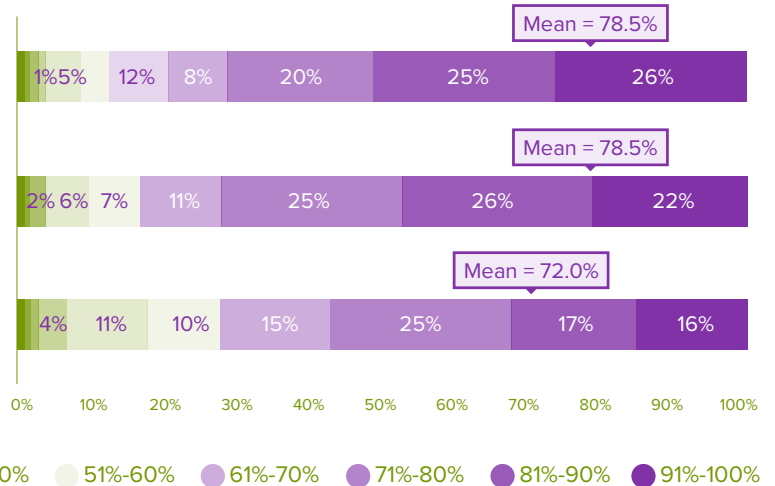
In 2022, baseline measures for the plan were set with leaders and staff including a question in the 2022 staff engagement survey to assess staff's assessment of the degree to which RPL demonstrates each brand attribute. On average, staff believe RPL demonstrates all three of the key promises to discover, learn, and connect.

In your opinion, to what degree does RPL demonstrate each of the brand attributes listed below?

Connect: Everyone is welcome. We encourage connections between people, thoughts, and ideas. We're here to provide a safe and welcoming space for everyone to connect.

Learn: We help others to learn, grow, and achieve their aspirations. There's always something that can be learned.

Discover: How can we help our customers make discoveries? How can we encourage and inspire people to make discoveries for themselves.



Work was undertaken to connect brand with The RPL Experience, a primary aspect of the RPL Strategic Plan, 2022-2025 to ensure leaders and staff understand how the experience we want to provide is directly tied to brand-led behaviors. Two workshops were held with the leadership team to discuss ways staff can embody brand personalities as they carry out the facets of The RPL Experience. Leaders were then encouraged to meet with staff to talk about the brand personalities and about embodying them in their daily operations.

A refreshed brand guidebook was released to all staff to provide further understanding of individual and work unit responsibilities

in demonstrating the brand. A revised RPL Style Guide was released to accompany the brand book. The Style Guide introduces common language for employees to use to ensure continuity in common references.

The new orientation package discussed above includes strong references to the brand, and requires review of two brand-related videos, an orientation module with an overview of the brand promise and voice, and a copy of the new brand book. New staff are also provided with a package of branded materials for their personal use at work, including a t-shirt and hoodie, backpack, water bottle, and keys lanyard.

2.1.4 Demonstrate the Value of RPL to Residents, Partners, and Stakeholders

Continuing and reframing two community initiatives from the past strategic plan, this initiative looks beyond customers to ensure that Regina's better understand the value of RPL as a community service and partner in Regina's success.

An operational plan was developed for 2.1.4 that focused on two action areas: developing centralized supports for sharing information within the organization, coordinating interactions, and assessing the status and quality of our relationships with stakeholders; and ensuring marketing and communications efforts and opportunities are aligned with, and advance the goals and objectives of the organization.

RPL stakeholder and partner relationships are managed primarily within the principles outlined in the *Community Engagement Framework and Partnership Strategy* (CEFP) discussed in section 3.2.3 below. The strategy ensures central oversight and management of the database, while creating opportunities to share information with other staff as needed.

In 2022, RPL continued to refine focus of library marketing and communications to make more strategic use of budget and human resources. We contracted the services of a new advertising agency to support our work, which has resulted in more aligned materials, a more streamlined approach to materials development, and a cost reduction for agency services.

A marketing materials audit was conducted in 2022 and recommended a modest refresh of some graphic design elements and materials to better align with RPL's overall brand identity. The updates were made and have met with a positive response.

New tools to enhance marketing and promotions were introduced in 2022, including an email newsletter highlighting library programs, events, and key services for customers and the community; and a training module to support front-line staff with cross-promotional conversations with customers. New marketing and communications materials for Central Library renewal were developed and used in fall 2022. These materials will

serve as a starting point for marketing required throughout the duration of the renewal project.

In 2022, we created a more formalized, comprehensive tool to measure marketing and promotions success. RPL achieved a rating of 83% in meeting its overall marketing and promotions goals for the year, confirming the strength of our marketing efforts and the degree of uptake by our target audiences. Updates and adjustments will be made in 2023 to further improve and refine this measurement tool.

In 2023, further work will be undertaken to strengthen RPL's ties with its stakeholders. Further work will be undertaken on Central Library Renewal marketing and communications and supports will be developed as necessary for the RPL Board of Directors and high-level leadership to support relationship building with Regina stakeholders.

Work is underway to introduce a cross-promotional training to all front-line staff. A small internal communications strategy will be delivered to encourage staff to adopt the training.

We will continue to update and improve our marketing and communications strategies and materials as new opportunities arise.



2.1.5 Advance and Diversify Funds Development

From an internal operations perspective, fund development will diversify opportunities for donor investment. Some areas of the library’s program and service offering have not been fully explored as matches for external funding, but this diversity of opportunity will be necessary to meet development targets through the term of the plan.

To advance and diversify fund development, RPL requires meaningful, actionable data and efficient processes. A fund development customer relationship management (CRM) system was implemented in 2015; however, it had significant data inconsistency and conflicting system architecture. In early 2022, the CRM was re-designed for improved operational functionality in fund development and meaningful analysis of fund development initiatives. The re-design resulted in defined and documented processes to prevent inconsistency in fund development work moving forward.

The success of strategic plan initiative 2.1.5 is evaluated by monitoring dollars raised per funding source. Fund development worked

continuously, throughout 2022, to diversify opportunities for donor investment at the library with donors choosing to provide undesignated funding to the library as well as supporting collections, programming, services, and more. Growth in revenue received and diversity in revenue source were areas of focus. Because of the updates to the CRM, diversity in donor investment, revenue growth, and revenue source are now measured accurately, evaluated consistently, and reported on regularly. This will position RPL for new, expanded, and varied sources of funding in 2023 and beyond.

3.1.1 Integrate Technology Solutions for an Enhanced Digital and In-Person Experience

As the community presence counterpart to 2.1.1; this initiative seeks to focus attention on technology as a necessary service that RPL provides to the community. It recognizes the effort required to add technology services in addition to, and not instead of, traditional public library offerings that are still well used.

In 2022, we consulted with internal leaders to find opportunities to improve the RPL experience by introducing and continuously improving digital and in-person technology.

Website Accessibility

RPL completed a public website accessibility audit and a redesign of the site’s technology, and our content management practices to comply with Web Content Accessibility Guidelines (WCAG) from the World Wide Web Consortium. The WCAG is an international standard for accessible web content for people living with disabilities.

Results of the Accessibility Audit	Before	After	% Improvement
<i>Navigation Errors</i>	874	12	98.7%
<i>Contrast Errors</i>	124	7	94.4%
<i>Alerts (potential issues for some users)</i>	809	9	98.9%

Our site enhancements were reviewed and validated by industry experts, the National Network for Equitable Library Services (NNELS). A detailed report from NNELS will be available in 2023.

Online Customer Registrations and Renewals

In April, we launched online registrations for library cards. New customers can now register online without having to visit a branch to verify their identity and residency or pick up a physical library card. Staff intervention is no longer needed for many of the approximately 12,000 new cardholders registered each year.

We also introduced a print-on-demand library card and key chain tag, for customers who

prefer a physical card or want to update theirs to a newly branded version.

Automatic online account renewal for existing library cardholders was launched in December, allowing customers to renew their library accounts without having to visit a branch to restore access to library services when their card expires.

Radio Frequency Identification (RFID) and Automated Materials Handling (AMH)

RPL is improving our customer experience through Radio Frequency Identification (RFID) and automated materials handling (AMH). Our first focus has been on RFID, which tracks and communicates with items like library books using radio waves. The system will make it easier for customers to sign out and return materials, and for the library to quickly get them back on shelves.

RPL completed phase one of this project in December 2022 by tagging all 325,000 circulating items with RFID stickers, over a 20-week period. Items that circulate to and from

RFID libraries in the province will continue to be tagged by those agency partners. All new materials will also be tagged when acquired.

Phase 2, RFID Circulation Technology Upgrades, was initiated in Q4 2022 and will be fully implemented in Q1 2023. RFID circulation tools and equipment for customers and staff were assessed and purchased in 2022, including software and RFID Readers to be installed at staff workstations and customer self-check kiosks at all locations in Q1 2023. These tools will significantly improve the experience of checking things out at RPL for both customers and staff.



2023

In 2023, we will install RFID circulation tools and equipment for customers (most notably new self-check out technology across all service locations), complete an Automated Materials Handling (AMH) logistics and impact assessment, and expand the reach of RFID borrowing through kiosks. These enhancements will streamline the customer experience of borrowing materials and improve the speed and efficiency of getting returned materials into the hands of the next borrower.

Public Printing and Computer Reservations

In 2023, we will conduct a user and technology assessment to determine the best approach to enhancing public printing and computer reservations, and reduce the technical barriers that prevent customers from using these services without staff support (e.g., printing from personal devices, coin tower payment system, etc.).

3.1.2 Engage Communities to Ensure Responsive Programs and Services

This initiative focuses on the library's ability to respond to community needs, independently of traditional needs, to identify program and service opportunities for current delivery and evaluating key legacy services for re-development.

Prairie History Room (PHR)

The PHR encompasses a collection of materials related to Saskatchewan, prairie, and Canadian history, that can be used in-library, including microfilm, historical local directories, local and town histories, and yearbooks from Regina-area schools. Digital resources are also available, including historical editions of the Regina Leader-Post and Ancestry Library edition.

In 2022, we conducted a review of materials that included an inventory of the current collection and provided an understanding of how the resources and services were used, and how the collection supports the archives and local history ecosystem in Regina. Interviews were conducted with stakeholders, including Saskatchewan Archives, African Canadian Museum, City Archives, and the Legislative Library.

The review found low usage of the physical space, with only four people on average per day. Of the customers using the space, 53% were using the collection, while the other 47% engaged in quiet study or socializing. The most popular items accessed included

Saskatchewan-specific information, general genealogy materials, and Indigenous genealogy and information.

The review also revealed areas of opportunity including our collection of Indigenous histories from the area. This is a priority area, and we will be taking steps to update the collection to include Indigenous and non-European settler materials.

We learned from stakeholder interviews that other organizations frequently refer clients to the PHR, noting that some of their organizations have limited access for members of the public and cannot easily facilitate in-person research support. Stakeholders are eager to partner with RPL to provide expert-led workshops.

In 2023, the next phase in the review will include customer focus groups and consultations to gather feedback from regular PHR users and to engage communities currently underrepresented, including Indigenous and non-white settler groups.

Digital Media Studio (DMS)

The Digital Media Studio is a unique and popular offering at RPL that provides free access to audio/video hardware, equipment, software, and expertise. The studio allows customers to explore, collaborate and learn about digital media and create professional-quality audio and video productions.

The WhisperRoom Sound Studio has been booked to at least 75% capacity each year since opening, except during pandemic closures.

Accessibility and Outreach Services

RPL is aiming to improve our overall approach to accessibility – that is, ensuring library services are usable by as many people as possible with no barriers preventing access. In 2022, we reviewed our Outreach services and laid the foundation for an accessibility strategy to improve accessibility for programs and services and physical access, and to gain a better understanding of accessibility within our service offerings. This assessment will help ensure that RPL aligns with changes to provincial accessibility standards and to the City of Regina’s goal of improving accessibility in its recreational services.

In 2022, our Outreach Librarian delivered training to customer service staff on how to support customers with visual impairments through access to specialized collections, use of assistive devices, and other Outreach services. Specialized outreach-specific modules available through the Integrated Library System (ILS) were used to speed up the process for coordinating the home library service that will allow us to expand the Outreach customer base.

As mentioned above, in early 2023 RPL installed a second WhisperRoom at Sherwood Village Branch to meet customer demand and improve access to equipment and expert staff beyond Central Library.

In 2023, RPL will expand DMS open hours at Central Library to meet customer demand. We will also offer workshops on topics such as filmmaking, digitization, and music production.

RPL recently decentralized its outreach materials and located them throughout the library system. In a 2022 survey of Outreach customers more than 90% primarily access materials and services related to low vision; 80% were comfortable using the services in-person, and 85% are very happy with the variety of materials offered.

Opportunities for improvement identified in the survey include improved accessibility to programming, as many respondents indicated they did not feel comfortable attending programs due to accessibility issues, such as challenges with navigating RPL’s physical spaces and current methods of program delivery.

In 2023, we will undertake a scan of similar services at urban public libraries in Canada; consult further with key stakeholder organizations; consult with customers and focus groups; and work with RPL’s Community Engagement and Programming unit and external consultants to support the development of strategies for improved physical access.



3.1.3 Innovate to Meet the Diverse Needs and Interests of the Community

This initiative focuses on the library's ability to anticipate needs, stray from the traditional, and innovate in the library context to prepare RPL to be a resilient, sustainable service into the future.

RPL looks for opportunities to improve our operating effectiveness and efficiency, and at how we can change our services and how we deliver them. We have invested in a formal Innovation Framework (discussed above) that includes an idea management system for soliciting, capturing, and acting on ideas.

In 2022, we saw innovation through partnerships. For example, we partnered with Birds Canada on birding backpacks and with Bike Regina on bike repair kits.

RPL has responded to community need by offering CO2 monitors and radon detectors to the community as we continue to expand our collection of unique materials.

Indigenous Services Strategy

In 2022, RPL finalized an Indigenous Services Strategy to support the delivery of culturally responsive materials, programs, staff training and recruitment, and an overall welcoming

library environment. Internal and public consultations were held, and feedback was incorporated in the final strategy.

The strategy includes recommendations to create culturally safe spaces, strengthen relationships, and preserve, protect, and promote Indigenous traditional ways of knowing. These recommendations will also build stronger relationships, engage the community, and create a better cross-cultural understanding for non-Indigenous people of Indigenous people's histories and world view.

Implementation will be ongoing in 2023, with activities such as the ability to smudge a library branch space to support Indigenous cultural practices in library facilities.

3.2.1 Renew Central Library Infrastructure to Meet Long-Term Community Needs

This initiative recognizes that infrastructure renewal is the only option for the Central Library. What form that renewal will take is not yet known but the needs of the community cannot be met without it.

Central Libraries are community hubs, cultural centres for learning and sharing, incubators for new ideas and technologies, economic drivers for nearby business and tourism, and a point of pride for their cities.

Regina's Central Library building is old, and its systems and structures are failing. Library services are being impacted by the limitations of the current building.

Central Library renewal – that is, infrastructure renewal, is a key priority for the RPL Board of Directors as it becomes harder and more expensive each year to address safety risks and urgent repairs.

Objectives for 2022 included Board consensus on approach, a finalized project plan, funding, and initiation of the design process. While not all objectives were met, we have made advances toward the overall goal of renewing Central Library:

- In early September 2022, RPL presented an update on the Central Library renewal project at a public meeting of City Council. The update was the first opportunity the Board took to state its preference to build new on the current site.
- In late September 2022, the RPL Board passed a motion to build a new Central Library on the current site.

- In summer 2022, City Council created a Catalyst Committee to consider several major infrastructure projects including Central Library and make recommendations in terms of location, additional funding opportunities, and priority for City resources.

In October, the Committee invited RPL and other participating organizations to present information to the public about their projects. This was a valuable opportunity to gain community feedback and demonstrate our vision for the future of Central Library.

Each of these activities generated attention and discussion in the media and the community about Central Library renewal. Following the Catalyst Committee presentations, RPL held

building tours for local media and the public to provide further information and insight into the issues and challenges of the building itself. This, coupled with the two presentations and numerous media interviews, has increased public understanding of the issues and the Board's decision to build new. This should help facilitate a smoother approach to future decisions and planning regarding Central Library renewal.

The Catalyst Committee's report is expected to be delivered to City Council in early 2023. We look forward to the discussion and decisions of City Council. The Catalyst Committee's report is expected to be delivered to City Council in early 2023. We look forward to the discussion and decisions of City Council.

3.2.2 Fulfill Our Commitment to City-Wide Services Through Branch Renewal

This initiative aims to engage Regina's to develop and execute of a long-term plan that focuses on physical services that will require infrastructure investment, partnership, or both to meet the need for physical space.

This strategic initiative focuses on the development and execution of a long-term plan for RPL locations, with a primary focus on physical spaces and services.

RPL's branch system provides all people in Regina the opportunity to use the library. Branches are customized and respond to the unique needs of the neighbouring communities, while also maintaining the overall range of quality programs and services the library is known for.

Our intent in 2022, was to identify an external service provider to support development of a branch renewal plan, and to begin assessing our branch facilities. However, this work was put on hold in 2022 to focus on the work described above on Central Library renewal.

Branch renewal is a priority for 2023 and began in late 2022 with the refresh of Sherwood Village Branch as discussed above. The refresh included furniture, shelving, layout, and introduction of new services such as the WhisperRoom Sound Studio.

3.2.3 Expand Physical Reach of the RPL Experience Through Partnerships and Innovations

The focus here is to examine and test opportunities that allow RPL to provide needed programs and services outside the confines of our own facilities, concentrating our efforts on strategic partnerships and innovation.

RPL created a Community Engagement and Partnership Framework to guide our work in the community and to expand the physical reach of RPL's services. It was implemented in September 2022 and by the end of the year,

over 100 partnerships had been recorded.

These partnerships are being leveraged to better understand community needs and expand the physical reach of RPL offerings to underserved populations such as seniors,

people living with disabilities, newcomers, religious minorities, people living on low incomes, and businesses.

Working with community groups and other agencies has given us the opportunity to deliver library programs in non-traditional library spaces. These groups now benefit from RPL programs that they were previously unaware of, such as business and employment services and Outreach services.

Collaborations and partnerships like these provide insights to inform our programming for minority groups, and improves library access for traditionally underserved groups, as they become aware of our offerings and find resources and services tailored to meet their unique needs.

We also created portfolio areas for Community Librarians who work within their areas to identify community needs and seek opportunities to take library services to people where they are, often outside RPL's branches (e.g., in parks, community centers, schools, seniors' centers, etc.), improving services for previously underserved populations.

From September to December 2022, Community Librarians connected with almost 1,200 people they may not have reached if we didn't seek opportunities outside our branches, to discover opportunities and provide programs and services outside the library.

In 2023, we will continue to build new and expand existing partnerships for the benefit of the Regina community.

4.1.1 Operating Expenses Within Board-Approved Budgets

Establish a budget process and model that works in conjunction with 4.2.1 to meet the board's policy target for this initiative of year-end financial results being within, for 2022, +/- 5% of approved budget.

Detailed monthly financial statements are sent to unit owners so they can track their actual revenues and expenditures against their budgets. Over and under expenditures are carefully analyzed so adjustments can be made as necessary through the year.

A new budget model was introduced for the 2023 and 2024 budget years, in line with the

City of Regina's move to a two-year budgeting model. RPL's new model introduced a series of reserves as contemplated in strategic initiative 4.2.1 and allows for the flow of funds into and out of reserves for expenditure areas where annual spending is less predictable and can be significantly higher or lower than average in any given year.

4.1.2 Responsible Financial Reporting for Board and Public Oversight

Ensure regular, meaningful financial reporting for board review that will meet annual public posting requirements.

The Board of Directors receive year-to-date financial statements at each board meeting accompanied by variance reports and end of year forecasts. Annual audited financial statements are presented at the March meeting for board approval and are sent to the City of Regina for consolidation into their financial statements. Public accounts disclosing board remuneration and expenses, vendor

payments greater than \$50,000, and employee remuneration greater than \$50,000 are published to RPL's website once approved by the board and to the City's website.

An annual report containing the audited financial statements and extensive management discussion and analysis are posted to RPL's website once approved at the March board meeting.

4.2.1 Capital Reserves for Infrastructure Upgrades and Development

Move the library away from dependency on budgetary surpluses as a way to fund significant infrastructure needs, to a budget and reserve model that accounts for known or anticipated future needs based on longer term planning.

The Board of Directors approved a new Reserves policy in 2022, which specifies the reserves to be maintained by RPL, their purpose, and how they are funded. The new Reserves policy will ensure that there is a mechanism for RPL to fund future major purchases, emergency expenditures (e.g., repair to buildings), and to smooth some of the effects of fluctuations in the budget.

At the end of 2022, RPL created a Reserve Allocations Discussion document, in accordance with the new Reserves Policy, which the Board of Directors reviewed in their December 2022 Board meeting. The document contained current reserve balances and recommended reserve allocations. Discussion on the specific reserves and their balances is included in the financial analysis section.

4.2.2 Expanded Revenue Through Funds Development Initiatives

Working in conjunction with 2.1.5, this strategy emphasizes the accountability framework of development. Accountability tools, plan management, and adaptation to a changing environment will be reflected in the development plan.

A Development Plan, spanning 2022 – 2024, was presented to the Board of Directors in March 2022. The Development Plan supports strategic initiatives 2.1.5 and 4.2.2. and outlines numerous fund development initiatives to expand revenue at the library. In 2022, these initiatives included establishing a consistent annual fundraising program, launching four social media appeals, and engaging in ongoing interactions with individuals, organizations, and foundations for donations, sponsorships, and grants.

The success of strategic plan initiative 4.2.2 is evaluated based on revenue received. Revenue received in 2022 slightly exceeded \$200,000. This is more than double the received revenue in 2021. Number of donors, number of new donors, number of gifts, and average gift size

all increased from 2021. The approaches to obtain this revenue were evaluated ensuring the fundraising methods used continue to be effective and efficient in relation to the overall Development Plan.

RPL was pleased to receive a significant \$75,000 donation from The Odd Fellows and Rebekahs of Regina to provide programming, services, collections, and equipment in support of improved accessibility through Outreach Services. As well, an additional \$35,000 was provided by Sun Life Financial to continue their support of the Sun Life Financial Musical Instrument Lending Program encouraging our community to explore their musical interests through free access to a variety of instruments and services.

5.0 The RPL Experience

All strategies in the map are intended to support this line in the Strategy Map. RPL will strive to improve customer assessment of RPL as Customer-Centric, Welcoming Spaces, Exceptional Value, and Enjoyment.

In spring 2022, RPL worked with an external service provider to develop and deliver a Customer Satisfaction Survey (CSS). The intent of the CSS was to:

- Assist in identifying opportunities to improve the RPL Experience by better understanding the needs of customers,
- Create a baseline through which to measure future progress, and
- Identify priorities to support the development of the Customer Experience Framework.

The survey sought to measure the RPL Experience with a focus on the four key elements listed on the Strategy Map 2022-2025: Customer Centric, Welcoming Spaces, Exceptional Value, and Enjoyment. Questions were divided into six key service areas: Overall; Staff; Programs; Collections; Services and Spaces; and Online Experience. Two further questions sought to learn whether customers believe RPL programs, services, and spaces are innovative and inspiring.

Overall, RPL rated very favourably across all areas tested, with almost 85% of customers agreeing strongly with all elements. Friendly staff received the highest ratings, followed by services and/or spaces that meet customers' needs, considerate staff, and welcoming services and/or spaces. We have begun identifying priorities for service improvement and results will be tested with another customer satisfaction survey in the fall of 2023.

Priority areas for improvement are:

1. Programs that are enjoyable/inspiring/innovative and useful;
2. Online experience that is enjoyable/inspiring/innovative;
3. Collections that are enjoyable/inspiring/innovative;
4. Staff that are knowledgeable/inspiring/innovative; and
5. Services/Spaces that are enjoyable/inspiring/innovative.



2022 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.

RPL is considered a controlled entity of the City of Regina according to accounting standards, so RPL's financial statements are consolidated into the City of Regina financial statements.

Consolidated Statement of Operations and Changes in Accumulated Surplus

Revenue

Total consolidated revenues for the 2022 year were \$27,642,000 which is 2.1% or \$577,000 more than budgeted.

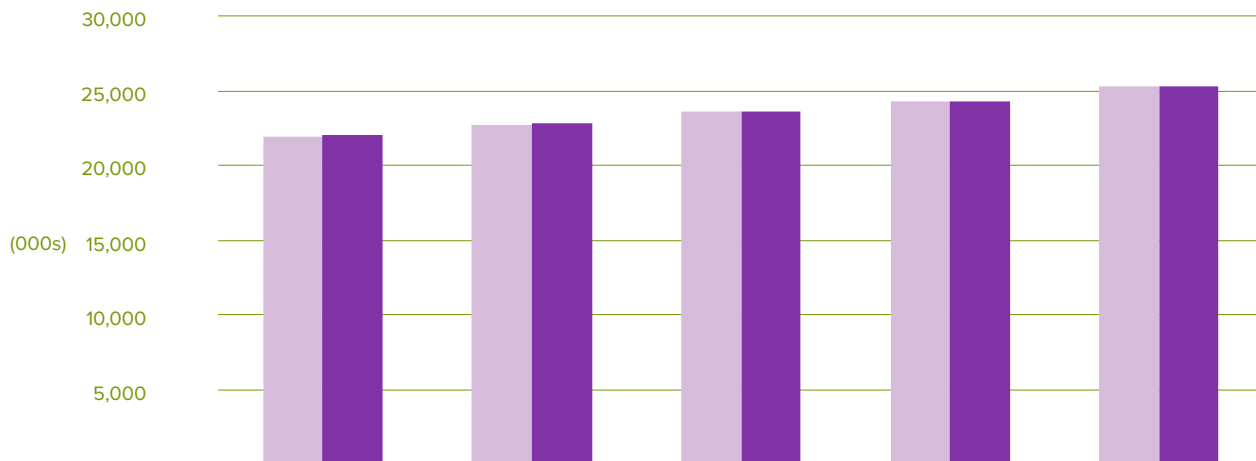
The majority of RPL's revenues, 91.7% or \$25,345,000, comes from a tax levy and grants-in-lieu. Each year, the RPL Board approves operational and capital budgets. The dollars required to fund these budgets, less revenues from other sources, are converted to a mill rate. A mill rate request to fund RPL's operating and capital budgets is forwarded to Regina City Council who vote on the requested mill rate. 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.

Tax Levy 2018-2022



	2018	2019	2020	2021	2022
Budget (\$000s)	21,908	22,677	23,629	24,253	25,300
Actual (\$000s)	22,090	22,819	23,598	24,290	25,345

In 2022, the actual tax levy and grants-in-lieu received were \$45,000 more than budgeted. A very slight 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 \$11,000 more in the tax levy. Additionally,

supplementary taxes, budgeted at \$40,000 for the year, came in at \$80,000, resulting in higher revenue of \$40,000 than budgeted. Grants-in-lieu payments from the provincial and federal governments were lower by \$12,000 and higher by \$6,000 respectively for a total of \$6,000 lower than budget.

While the tax levy makes up the majority of RPL's revenues, other sources of revenue include the provincial services agreement, donations, other grants, and other revenue.

In 2022, 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. \$1,000 of this amount from 2021 was deferred to 2022, bringing the total amount appearing on the financial statements to \$614,000. Provincial funding is not a significant source of funding for RPL. It represents only 2.2% of RPL revenues for 2022.

Total capital and operating donations for the year were \$186,000. A major donation of \$75,000 was received from the Odd Fellows and Rebekahs of Regina. The funds were designated for programming, services, collections, and equipment in support of improved accessibility through Outreach Services. Undesignated donations and those directed to area of greatest need were allocated to the Central Library Development Reserve.

A further \$54,000 of donations was received for operating purposes including \$35,000 from Sun Life Financial in support of the Sun Life Financial Musical Instrument Lending Library Program and \$8,000 from Sask Gaming for Indigenous programming.

Some donations received are recorded as grants because of their reporting requirements. In 2022, RPL was fortunate to receive funds from Saskatchewan Blue Cross to support Health Literacy Programming for Newcomers.

Interest revenue accounted for \$668,000 in 2022, significantly higher than the \$192,000 budget and last year's interest income of \$198,000 and 2020's \$256,000. As interest rates rose through the year, RPL invested in one and two year Guaranteed Income Certificates to take advantage of the higher returns offered over the terms of the GICs.

Other grants for 2022 were \$426,000, significantly above the \$251,000 budget for the year. The majority of the budgeted amount comes from 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 \$95,000 funding grant from the Department of Canadian Heritage under the Museums Assistance Program to support ongoing operating costs as recovery from the pandemic continues. Other grants received by the Dunlop Art Gallery from the Department of Canadian Heritage include \$7,000 from their Canada Arts Presentation Fund for in situ performances, \$46,000 grant from Canadian Heritage for a period from 2022 – 2024 under the Access to Heritage for a Black Prairies exhibition (\$3,000 in 2022), and \$20,000 for re-engaging audiences. Dunlop received \$7,000 from the Canadian Museums Association for a Young Canada Works grant.

Other Young Canada Works grants were received by the library including \$14,000 to hire four summer students to work in Community Engagement and Programming and \$11,000 for a local history collection intern in the Collections Unit.

Smaller grants for library services, Outreach equipment, and light therapy lamps were also received by the library. The remaining grant revenue, \$23,000, was a Government of Saskatchewan grant to SILS.

Other revenue of \$403,000 was below the \$452,000 budgeted amount. While revenue was budgeted for the Film Theatre box office, the library continues to offer showings free of charge. As well, the amount collected for lost library materials is less than budgeted as the library no longer collects overdue fines.

Other revenue often consists of funds collected to offset the library's cost. For example, copier revenue of \$73,000 mostly offsets the cost of leased photocopiers and paper in public areas of \$53,000. \$43,000 paid by the Regina Board of Education for the salary and benefits of a part-time resource assistant at Albert Branch, as this branch is the library for Scott

Collegiate, offsets RPL's cost to employ this staff member. \$6,000 received from the Canada Day Committee helped to partially offset the library's cost of hosting the Children's area at the annual Canada Day celebration in Wascana Park. \$17,000 was collected from other galleries to offset the cost incurred by the Dunlop to showcase one of its exhibits at other galleries across the country.

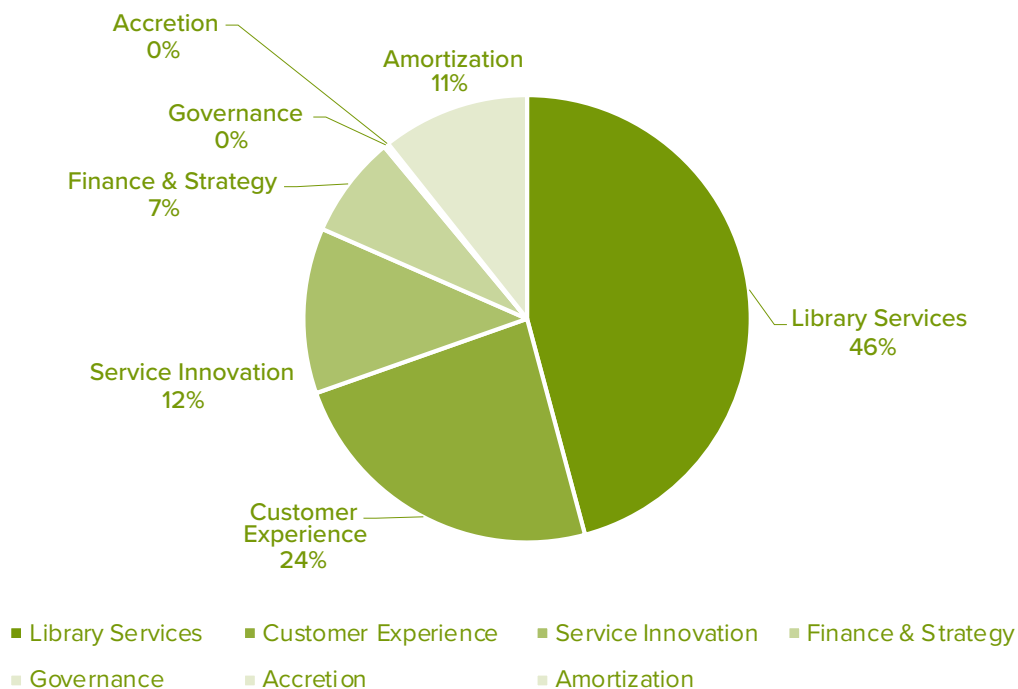
Some revenue is generated by the sale of merchandise, used books, art catalogues and through room and art rental.

Most other revenue is from SILS – an amount of \$199,000 – through the consolidation of 22% of SILS operations into RPL's financial statements.

Expenses

Total expenses for 2022 were \$25,699,000, which is 4.2% less than budgeted expenses of \$26,818,000.

2022 Expenditures by Function



Most expenses, 45.8%, \$11,777,000, 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, the building costs to operate public spaces, and RPL's portion of SILS expenses to run the provincial integrated library system.

Library Services was 4.2% or \$522,000 under budget for the year, the biggest variance being in salaries and benefits. While RPL was back to full operating hours in 2022, some vacancies created during the pandemic took some time to

fill in 2022; however, all library management and senior librarian positions were fully staffed by the end of 2022.

The Dunlop Art Gallery has an exhibition budget funded by the Canada Council for the Arts and the Saskatchewan Arts Board. During the acute phase of the pandemic, RPL was closed for months at a time and there were fewer art exhibitions, resulting in the buildup of a surplus in the exhibition accounts. In 2022, the Dunlop significantly increased its programming and spending on exhibitions, with a resulting deficit of \$47,000 for the year. The deficit was funded by the Dunlop art projects reserve.

The second largest category of expenses is for Customer Experience, and accounts for 23.8% or \$6,111,000 of expenditures. Expenses 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; marketing costs to promote RPL; and the building costs for these services.

Customer Experience was 2.2% or \$136,000 under budget for 2022. The majority of the variance, \$117,000, is the under expenditure in training and development and recruitment. Reasons for this include an ongoing reluctance to travel to conferences due to the pandemic, the delay of the annual staff Development Day to early 2023, the reworking of the customer service training model, and the ability to recruit senior positions without employing recruitment consultants.

Service Innovation costs made up 12.0% or \$3,077,000 of expenditures and include salaries and benefits for Community Engagement and Programming, Information Technology, and Digital Service Innovation. Other than salaries, the single biggest expenditure in service innovation is the \$710,000 spent on technology for both customers and staff.

Service Innovation was 10.3% or \$353,000 under budget for 2022. Due to vacancies and delays in recruitment, there was a positive variance in salaries and benefits. These vacancies were all filled by year-end. With a return to pre-Covid operations, the customer programming budget was fully utilized.

Finance and Strategy costs made up 7.4% or \$1,899,000 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 6.0% or \$121,000 under budget for 2022. A positive variance in salaries as well as less spent on consulting and insurance than budgeted make up the surplus.

The expenses of the CEO unit are allocated among the four operating divisions – Library Services (made up of Central Library Services and Branch Services), Customer Experience, Service Innovation, and Finance and Strategy. 40% of costs are allocated to the Library Services division while 20% of costs are allocated to each of the remaining three divisions.

Board governance represented 0.3% or \$72,000 of expenditures. These include board honorariums, travel, directors' insurance, and any other costs associated with the board.

New this year is accretion expense of \$20,000. This expense is the result of a new accounting standard which establishes an obligation to recognize the liability associated with the retirement of an asset. In the case of the RPL, it is known that Central Library contains asbestos and there must be special remediation done to remove this hazard when the building is either renovated or demolished. Because of inflation, the cost to remove the asbestos increases each year. For 2022, the cost to remediate the asbestos was expected to increase by \$20,000 compared to 2021.

A study conducted by an external consultant specializing in asbestos at the end of 2021 estimated the cost to remove asbestos from Central Library at \$1,021,000. The \$20,000 accretion expense means the cost to remove asbestos is now estimated at \$1,041,000 at the end of 2022. The new liability, called the Asset Retirement Obligation (ARO) now appears on RPL's Statement of Financial Position. The retroactive application of this new liability to 2021 means restatement of RPL's 2021 financial statements.

Amortization of RPL's capital assets accounted for 10.7% or \$2,743,000. Amortization is calculated on RPL's buildings and building improvements, library materials, vehicles, furniture and equipment, information technology, shelving, and landscaping.

Consolidated Statement of Financial Position

Financial Assets and Liabilities

The consolidated statements show financial assets of \$25,509,000 at the end of 2022, up from \$23,024,000 at the end of 2021. RPL's portion of the financial assets is \$24,871,000 while the SILS portion is \$638,000.

Most of the increase in financial assets is a result of the \$1,943,000 surplus in operations for RPL but an increase in accounts receivable also impacts the increase. During 2022, RPL invested significant amounts of cash in one and two year Guaranteed Income Certificates (GICs) to take advantage of higher interest rates.

Financial liabilities for 2022 increased to \$4,485,000 at the end of 2022 compared to \$4,314,000 at the end of 2021. RPL's financial liabilities are \$4,362,000 while SILS liabilities amount to \$123,000.

Financial liabilities were restated for 2021 with the introduction of the new accounting standard for Asset Retirement Obligations (AROs). The retroactive application of this new standard to 2021 meant financial liabilities increased from \$3,293,000 to \$4,314,000, an increase of \$1,021,000, the amount estimated to remove the asbestos from Central Library at the end of 2021.

Non-Financial Assets

Non-financial assets declined from 2021 to 2022, moving from \$15,439,000 to \$15,068,000. The decline is primarily because the value of RPL's tangible capital assets dropped by \$502,000. The installation of new shelving and the purchase of a new vehicle served to increase the library's assets beyond the normal purchases of library materials, replacement furnishings, and technology hardware. The depreciation of the library's buildings and technology software contributed to the lowering of RPL's assets. RPL has aging

infrastructure and the new strategic plan speaks to a need for infrastructure renewal for Central Library, the existing eight branches, and other locations or service points that meet the needs of the community. As our technology moves to more cloud-based services, fewer servers and software purchases are required, meaning technology purchases are more often expensed through the operating budget rather than purchased through the capital budget.

Accumulated Surplus and Reserves

The accumulated surplus of RPL and SILS is made up of reserves with designated purposes, the amortized value of RPL's tangible capital assets, and unappropriated surplus. This surplus is reduced by RPL's employee benefit obligation which is a liability paid gradually over time through general library revenues.

The accumulated surplus changes each year based on funds flowing in and out of designated reserves, the change in the amortized value of the library's tangible capital assets, the decline in the employee benefits obligation, and the operating surplus from RPL's and SILS' operations.

In 2022, the Board of Directors approved a Reserves policy for the purpose of setting aside funds for future capital and operating needs. The former Capital Project Reserve was renamed the Central Library Development Reserve. Additionally, a Branch Libraries Development Reserve was created to fund major renovation, expansion, or replacement of any current library branch or the construction of any new branch library or other service point. A māmawêyatitân centre Reserve was also created and funds will be allocated to this reserve beginning in 2023.

The Operating Reserve is not a new reserve but it will now be more active as it will be used to smooth the financial impact of revenue fluctuations and expense increases and to provide funding for unanticipated operational needs. Any surplus that would have previously flowed to unappropriated surplus will now flow to the Operating Reserve.

The Building Maintenance Reserve was created primarily to fund emergent or urgent building maintenance repairs that were not contemplated in the current budget and that are of sufficient expense that they cannot be absorbed without putting the overall maintenance budget into a deficit position.

The Shelving, Furniture, and Equipment Reserve is a new reserve that will be used to smooth the

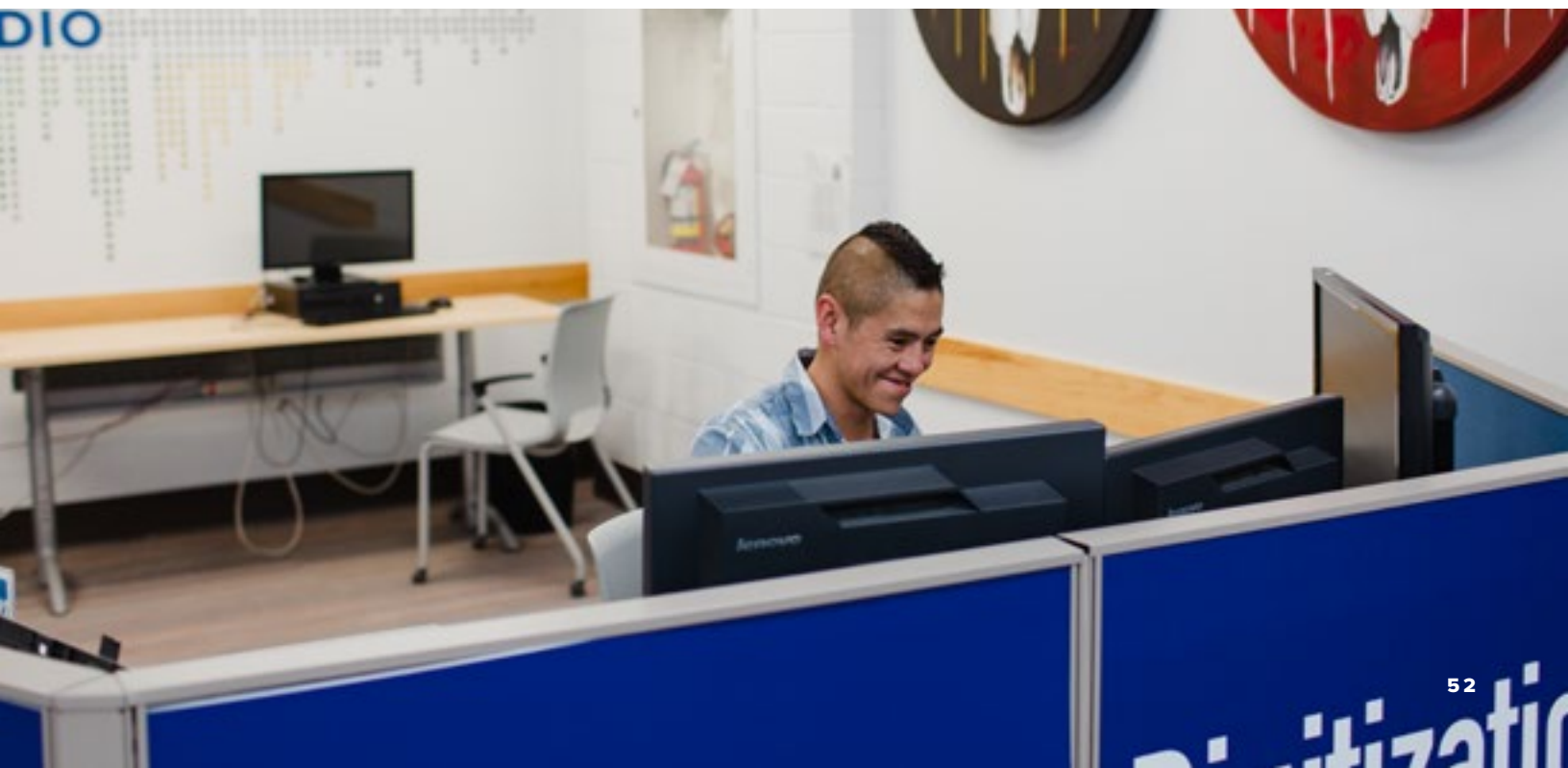
effects of fluctuations in the capital budget for purchases of shelving, furniture, and equipment.

The Technology Reserve is also an existing reserve that has not been used for many years. The former intent of this reserve was to help fund the implementation of a library materials radio frequency identification (RFID) system and an automated materials handling system. While this reserve will be used for this purpose over the next few years, it will also have more general applications such as smoothing fluctuations in technology capital purchases and funding other major technological upgrades including physical and virtual customer service infrastructure.

The Vehicle Reserve was renamed the Fleet Replacement Reserve but its intent stays the same. It will be used to smooth fluctuations in RPL's purchase of fleet vehicles.

The Dunlop Art Projects Reserve retains its purpose – to ensure funds received by granting agencies are used for the purpose of funding art exhibitions and education. These costs can vary from year to year and the reserve helps to smooth the year-to-year fluctuations.

SILS also has a restricted reserve to fund improvements to or replacement of the province's integrated library system.



The accumulated surplus for 2022 with comparatives for 2021 is broken down as follows:

	2022 (000's)	2021 (000's)
Appropriated surplus:		
Operating reserve	17,265	12,816
Central Library development reserve	17,265	12,816
Branch libraries development reserve	900	-
Building maintenance reserve	193	-
Shelving, furniture and equipment reserve	33	-
Technology reserve	1,145	950
Fleet reserve	107	37
Dunlop art projects reserve	159	206
SILS	228	220
	21,797	15,934
<i>Obligations to be funded from future revenues:</i>		
Employee benefits obligations	(586)	(791)
	14,524	15,026
Investment in tangible capital assets	357	3,980
Unappropriated surplus		
Accumulated surplus	\$36,092	\$34,149

The Operating Reserve now receives any funds that would have previously flowed to unappropriated surplus. In 2022, this amount was \$62,000.

The Central Library Development (CLD) reserve increased by \$4,449,000. Interest earned during the year was allocated to this reserve as were any donations that were not otherwise designated to other funds. The unappropriated surplus for RPL was reduced to nil and most of those funds were allocated to the CLD Reserve.

The Branch Libraries Development (BLD) reserve has a balance of \$900,000 due to the transfer of unappropriated surplus funds to this reserve in 2022.

The Building Maintenance reserve contains a balance of \$193,000 for 2022 as a result of the surplus in the system-wide repair and maintenance operating budgets. In 2022, contingencies were built into some of these budgets, particularly Central Library, in case

of unanticipated large expenses. Starting in 2023, contingencies have been removed from budgets with the expectation that the cost of large, unanticipated repairs will be drawn from this reserve.

The Shelving, Furniture, and Equipment reserve has an initial balance of \$33,000 for 2022. In the 2022 budget, shelving was budgeted separately from furniture and equipment. Purchases for shelving were over the 2022 budget while purchases for furniture and equipment were under budget. When combined, the budgets were underspent by \$33,000 and this amount was transferred to the reserve.

The Technology reserve grew by \$195,000 in 2022. Some of the planned purchases in 2022 for radio frequency materials identification and handling have been moved to 2023. The intention is to draw down this reserve in 2023 to accommodate these purchases.

The Fleet Reserve increased by \$60,000, from \$37,000 at the end of 2021 to \$107,000 at the end of 2022. Each year, there is a \$30,000 budgeted addition to this reserve. A new vehicle purchase drew down this reserve by \$60,000. \$100,000 from unappropriated surplus was added to this reserve to accommodate any changes to the fleet required with the implementation of a new and improved system-wide materials handling process.

The Dunlop art projects reserve was drawn down by \$47,000 as the Dunlop Art Gallery enhanced its exhibition programming and outreach in 2022. This enhanced programming and outreach is intended to continue into 2023 and is, in part, a response to the reduced operations of the gallery during the pandemic.

The SILS reserve grew by \$8,000. While there are no immediate plans to replace the current provincial integrated library system, the funds in this reserve may also be used for major enhancements to the current system.

Overall, the funds in appropriated surplus grew by \$5,863,000 to \$21,797,000, mostly due to the new reserves policy and the movement of all RPL funds from unappropriated surplus to restricted reserves.

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.

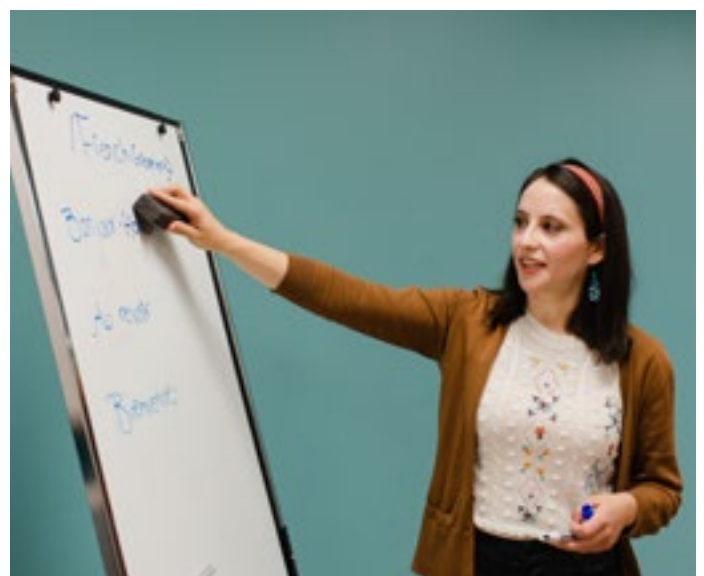
Out-of-scope employees hired after July 1, 2012, and in-scope employees hired after December 31, 2012, are no longer eligible for post-employment payments from this plan. Since no new employees are allowed into this plan, this liability has decreased over time as payments are made to eligible employees. In 2022, the employee benefits obligations decreased to \$586,000 from \$791,000 in 2021,

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 time credits grow or entitlement to severance increases with more years of service.

Investments in tangible capital assets of \$14,524,000 reflect a decrease of \$502,000 from 2021. As discussed above, this decrease is mostly due to the depreciation of the library's buildings and technology assets.

Unappropriated surplus declined from \$3,980,000 in 2021 to \$357,000 in 2022 reflecting RPL's movement of funds from this surplus account to appropriated reserves. The \$357,000 is RPL's share of SILS' unappropriated surplus. SILS plans to move most of the funds into an appropriated reserve in 2023.

The introduction of the new accounting standard, Asset Retirement Obligation, was retroactively applied to the 2021 year. This means that allowance was made for the liability incurred to remediate the asbestos contained in Central Library in the 2021 year. This increase in the 2021 liability means that the 2021 unappropriated surplus was decreased. The unappropriated surplus in last year's statements was \$5,001,000. The difference between this amount and the \$3,980,000 reported as the 2021 unappropriated surplus is \$1,021,000, the asset retirement obligation reported for 2021 on the Library's Statement of Financial Position.



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 and operationalized at the beginning of 2022. 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 five key areas:

- Accountability
 - Sustain – we prudently manage resources for sustainable operations
 - Grow – we position the library for future;

- Programs and Services – we support the success of individuals and community
- Community Presence – we are part of the future of Regina;
- Systems and Processes – our operations and resources are optimized;
- Organization – our people are prepared, engaged, accountable.

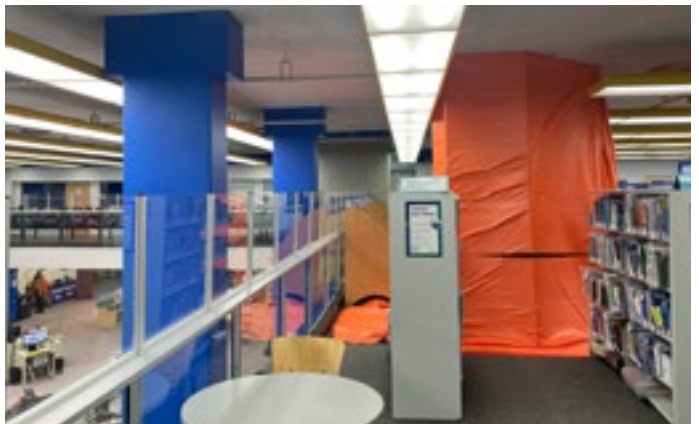
Based on these strategic initiatives, a balanced scorecard was developed to track and measure progress towards the strategic initiatives.

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 2015 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 has decided to renew the Central Library through a new build at the current location. However, current significant maintenance and repair issues create risk for the Library from both directions. If the repairs are completed, they represent sunk costs that may not be recoverable. If the repairs are not completed, failure of some systems would require the Library to close on very short notice in an environment where, even if then replaced/ repaired, the lead time is often measured in months. The Board is working through options to mitigate these risks.

In the latter half of 2022 and early 2023, the Central Library was one of the major infrastructure projects included in the work of the Catalyst Committee, a committee of City Council. The Committee's report has been provided to City Council but, as of the writing of this report, its recommendations have not all been addressed. The Central Library project is recommended to move forward as the City's third priority which, given the first two projects, fundamentally puts the Central Library as the City's next major building project. Until City Council addresses the full report, timelines and funding remain unclear.



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 mâmawéyatitân 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 2022, work was completed 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. The result is an updated space with much better functionality and new services such as digital media components and a whisper room.

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. In 2022, a branch libraries development reserve was created so that funds are specifically reserved for branches and service points apart from Central Library. \$900,000 was allocated to this reserve with plans to allocate more fund to this reserve over the next several years.

The intent is to ensure branches and other service points are easily accessible and have programs and services available to a diverse community. It also speaks to enhancing community spaces where people and ideas meet which means flexible space to engage in quiet, interactive, and collaborative activities.

Risk Management

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 fourteen risks at an enterprise level. The key risks and actions to mitigate these risks are discussed below.



Financial Risk

As economic and demographic growth in the City of Regina advances slower than in other cities, 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 significant increases to the library 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. The Catalyst Committee of Regina City Council is also adamant that a new Central Library depend on funding sources apart from municipal funding.

Infrastructure Risk

Other than Central Library, the Connaught Branch also creates infrastructure risk. This branch has issues which will need to be fixed in the next few years and plans have been initiated to address these issues. In addition, Connaught Branch is the only of RPL's locations that is not accessible. 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. Strategic initiative 3.2.2, with work beginning in 2023, contemplates a complete review of current branch locations and consideration of future service location development.

Human Capital and Workforce Management

The recruitment of qualified candidates for professional positions continues to be a risk. As long service 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, staff, collections, 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 the needs of all library customers without compromising safety and wellbeing. RPL takes this work beyond its four walls through engagement with other downtown organizations and businesses, as well as through participation on the Mayor's Summits for the community safety and wellbeing plan.

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 2023, 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.





Consolidated Financial Statements

REGINA PUBLIC LIBRARY BOARD

December 31, 2022

To the Chairperson and Members of Regina Public Library:

Opinion

We have audited the consolidated financial statements of Regina Public Library and its subsidiaries (the "Library"), which comprise the consolidated statement of financial position as at December 31, 2022, and the consolidated statement of operations and accumulated surplus, changes in net financial assets and cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Library as at December 31, 2022, and the results of its consolidated operations, changes in its net financial assets and its consolidated cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the consolidated Financial Statements section of our report. We are independent of the Library in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of Matter - Comparative Information

We draw attention to Note 3 to the consolidated financial statements, which explains that certain comparative information presented for the year ended December 31, 2021 has been restated. Our opinion is not modified in respect of this matter.

As part of our audit of the consolidated financial statements for the year ended December 31, 2022, we also audited the adjustments that were applied to restate the certain comparative information for the year ended December 31, 2021. In our opinion, such adjustments are appropriate and have been properly applied.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Library's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Library or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Library's financial reporting process.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Library's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Library's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Library to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Library to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Regina, Saskatchewan

March 28, 2023

The logo for MNP LLP, featuring the letters 'MNP' in a large, bold, sans-serif font, followed by 'LLP' in a smaller, similar font.

Chartered Professional Accountants


REGINA PUBLIC LIBRARY BOARD
Consolidated Statement of Financial Position

As at December 31, 2022

(000's)

	<u>2022</u>	<u>2021</u> (restated- Note 3)
FINANCIAL ASSETS		
Cash (Note 4)	\$ 6,050	\$ 22,372
Accounts receivable	1,113	652
Investments (Note 5)	18,346	-
	<u>25,509</u>	<u>23,024</u>
FINANCIAL LIABILITIES		
Accounts payable and accrued liabilities	2,441	2,267
Deferred revenue	137	99
Asset retirement obligation (Note 8)	1,041	1,021
Employee benefits obligations (Note 6)	866	927
	<u>4,485</u>	<u>4,314</u>
Net financial assets	<u>21,024</u>	<u>18,710</u>
NON-FINANCIAL ASSETS		
Tangible capital assets (Note 7)	14,524	15,026
Prepaid expenses	544	413
	<u>15,068</u>	<u>15,439</u>
Accumulated surplus (Note 9)	<u>\$ 36,092</u>	<u>\$ 34,149</u>

See accompanying notes


 Director


 Director

REGINA PUBLIC LIBRARY BOARD

Consolidated Statement of Operations and Changes in Accumulated Surplus

Year ended December 31, 2022

(000's)

	<u>2022 Budget</u>	<u>2022</u>	<u>2021</u> (restated- Note 3)
REVENUE			
City of Regina tax levy	\$ 23,766	\$ 23,817	\$ 22,813
Grants-in-lieu of taxes	1,534	1,528	1,477
Provincial services agreement	613	614	624
Donations	257	186	51
Interest	192	668	198
Other grants	251	426	361
Other revenue	452	403	341
	27,065	27,642	25,865
EXPENSES (Note 14)			
Library Services	12,299	11,777	10,600
Customer Experience	6,247	6,111	5,470
Service Innovation	3,430	3,077	3,009
Finance and Strategy	2,020	1,899	1,750
Governance	95	72	80
Accretion	-	20	20
Amortization	2,727	2,743	2,710
	26,818	25,699	23,639
Surplus	247	1,943	2,226
Accumulated surplus, beginning of year		34,149	32,924
Modified retroactive adjustment (Note 3)		-	(1,001)
Accumulated surplus, end of year		\$ 36,092	\$ 34,149

See accompanying notes

REGINA PUBLIC LIBRARY BOARD

Consolidated Statement of Change in Net Financial Assets

Year ended December 31, 2022

(000's)

	<u>2022</u>	<u>2021</u>
Surplus	\$ 1,943	(restated- Note 3) \$ 2,226
Acquisition of tangible capital assets	(2,310)	(2,248)
Amortization of tangible capital assets	2,743	2,710
Write down of tangible capital assets	69	3
	502	465
Acquisition of prepaid expenses	(544)	(413)
Use of prepaid expenses	413	376
	(131)	(37)
Increase in net financial assets	2,314	2,654
Net financial assets, beginning of year	18,710	17,057
Modified retroactive adjustment (Note 3)	-	(1,001)
Net financial assets, end of year	\$ 21,024	\$ 18,710

See accompanying notes

REGINA PUBLIC LIBRARY BOARD
Consolidated Statement of Cash Flows

Year ended December 31, 2022

(000's)

	<u>2022</u>	<u>2021</u> (restated- Note 3)
OPERATING ACTIVITIES		
Surplus	\$ 1,943	\$ 2,226
Add back non-cash items:		
Amortization of tangible capital assets	2,743	2,710
Write down of tangible capital assets	69	3
Changes in non-cash working capital items:		
(Increase) decrease in accounts receivable	(461)	6
Increase in prepaid expenses	(131)	(37)
Increase in accounts payable and accrued liabilities	174	606
Increase (decrease) in deferred revenue	38	(59)
Increase in asset retirement obligation	20	20
Decrease in employee benefits obligations	(61)	(17)
Cash provided by operating activities	4,334	5,458
CAPITAL ACTIVITIES		
Acquisition of tangible capital assets	(2,310)	(2,248)
Cash applied to capital activities	(2,310)	(2,248)
INVESTMENT ACTIVITIES		
Purchase of investments	(18,346)	-
Cash applied to investment activities	(18,346)	-
(Decrease) increase in cash and cash equivalents	(16,322)	3,210
Cash and cash equivalents, beginning of year	22,372	19,162
Cash and cash equivalents, end of year	\$ 6,050	\$ 22,372

See accompanying notes

REGINA PUBLIC LIBRARY BOARD

Notes to the Consolidated Financial Statements

Year ended December 31, 2022

1. PURPOSE OF THE ORGANIZATION

The Regina Public Library Board (the "Library") is governed by *The Public Libraries Act 1996* to facilitate equitable access to basic library services by all residents of Saskatchewan. The Library's vision is to be a dynamic hub of literacy, lifelong learning, curiosity, and new ideas, integral to the economic and social vibrancy of Regina. The Library inspires individuality, connection, and diversity. The Library is a registered charity and not subject to income tax.

2. SIGNIFICANT ACCOUNTING POLICIES

These consolidated financial statements have been prepared in accordance with Canadian public-sector accounting standards.

The preparation of the consolidated financial statements required management to make estimates and assumptions that affect the reported amount of assets and liabilities at the date of the financial statements, as well as the reported amount of revenues and expenses during the period. Accordingly, actual results could differ from those estimates. Estimates and assumptions are reviewed periodically, and as adjustments become necessary, they are reported in surplus in the period in which they become known. Significant estimates include employee benefit obligations, contribution of tangible capital assets, asset retirement obligation, the amortization of tangible capital assets, and provision on tax appeals.

The significant accounting policies used in the preparation of these consolidated financial statements are summarized below:

a) Basis of consolidation

These consolidated financial statements include the accounts of the Library and the Library's proportionate share of government partnerships.

b) Budget

Operating and capital budgets reflect the amounts approved by the Library Board of Directors, with the subsequent mill rate required to support the budgets approved by City of Regina Council. The budget is reported on an accrual basis, consistent with principles applied in the consolidated financial statements.

The Library Board of Directors may approve a carryforward of unspent operating or capital budgets, but these adjustments are not reflected in the consolidated financial statements.

REGINA PUBLIC LIBRARY BOARD

Notes to the Consolidated Financial Statements

Year ended December 31, 2022

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

c) *Government Partnerships*

Government partnerships represents contractual agreements between the Library and a party or parties outside the Library reporting entity. The partners have significant, clearly defined common goals, make a financial investment in a partnership, share control of decision making, and share, on an equitable basis, the significant risks and benefits associated with the operations of the partnerships. Government partnerships are accounted for on a proportionate, consolidated basis whereby the Library's pro-rata share of the partnership's assets, liabilities, revenue and expenses are combined on a line-by-line basis after adjusting the accounting policies to a basis consistent with the accounting policies of the Library. Intercompany balances and transactions between the Library and the Partnerships have been eliminated.

The Library's interest in government partnerships include the Saskatchewan Information & Library Services Consortium Inc. (SILS) and m̄maw̄yatit̄n centre. In the current year, the Library's share of SILS was 21.63% (2021 – 22.07%) and of m̄maw̄yatit̄n centre was 5.79% (2021 – 5.79%).

d) *Employee benefit plans*

The Library is a member of the Regina Civic Employees' Superannuation and Benefit Plan and the Regina Civic Employees' Long Term Disability Plan, which are multiemployer plans. The Library's contributions to the pension and disability plans are expensed as incurred.

The Library has a post-employment obligation for sick leave and severance payments earned by long service employees which is expected to be paid out upon retirement or termination. The obligations have been determined on an actuarial basis using the projected benefit method prorated on services. Experience gains/losses are amortized over the estimated average remaining service life of the employee group.

REGINA PUBLIC LIBRARY BOARD

Notes to the Consolidated Financial Statements

Year ended December 31, 2022

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

e) *Tangible capital assets*

Tangible capital assets are recorded at cost which includes all amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets is amortized on a straight-line basis over their estimated useful lives as follows:

Buildings	20 - 50 years
Leasehold improvements	lease term
Furnishings and information technology:	
Furniture and equipment	10 years
Audio visual and security	5 years
Computer hardware	3 – 5 years
Computer software	3 – 8 years
Land improvements	20 years
Library Materials	8 years
Shelving	25 years
Vehicles	8 years

Assets under construction are not amortized until the asset is available for productive use.

Purchases of works of art are expensed.

Purchases of digital content including serials/periodicals, movies, music, online courses and tutorials, eBooks, and eAudiobooks are expensed. Purchases of digital content including annual licenses for access to databases are expensed over the subscription period.

f) *Asset retirement Obligation*

A liability for an asset retirement obligation is recognized at the best estimate of the amount required to retire a tangible capital asset (or a component thereof) at the financial statement date when there is a legal obligation for the Library to incur retirement costs in relation to a tangible capital asset (or component thereof), the past transaction or event giving rise to the liability has occurred, it is expected that future economic benefits will be given up, and a reasonable estimate of the amount can be made. The best estimate of the liability includes all costs directly attributable to asset retirement activities, based on information available at December 31, 2022. The best estimate of an asset retirement obligation incorporates a present value technique, when the cash flows required to settle or otherwise extinguish an asset retirement obligation are expected to occur over extended future periods.

When a liability for an asset retirement obligation is initially recognized, a corresponding asset retirement cost is capitalized to the carrying amount of the related tangible capital asset (or component thereof). The asset retirement cost is amortized over the useful life of the related asset.

REGINA PUBLIC LIBRARY BOARD

Notes to the Consolidated Financial Statements

Year ended December 31, 2022

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

At each financial reporting date, the Library reviews the carrying amount of the liability. The Library recognizes period-to-period changes to the liability due to the passage of time as accretion expense. Changes to the liability arising from revisions to either the timing, the amount of the original estimate of undiscounted cash flows or the discount rate are recognized as an increase or decrease to the carrying amount of the related tangible capital asset.

The Library continues to recognize the liability until it is settled or otherwise extinguished. Disbursements made to settle the liability are deducted from the reported liability when they are made.

g) Non-financial assets

Non-financial assets are held for use in the provision of services and are not available to discharge existing liabilities. They have useful lives beyond the current year and are not intended for sale in the ordinary course of operations.

h) Revenue recognition

Taxation revenue is recognized in the fiscal period the tax assessment was levied against property owners. The City of Regina administers the assessment and collection of the Library mill rate and remits tax revenues to the Library. Tax revenues are recorded net of a provision for potential losses on outstanding assessment appeals and uncollected taxes.

Unless the grant is restricted, grant revenue is recognized when the funds are received. If the grant is restricted by the contributor, the revenue is deferred and recognized when the conditions of the funding have been met.

Donation revenue is recognized in the period in which the funds are received unless the donation is restricted. If the donation is restricted by the contributor, the revenue is deferred and recognized when the conditions of the donation have been met.

Other revenue, such as fines, interest and exhibits, is recognized when received or when goods or services have been provided.

The amount reported in these consolidated financial statements as grant revenue from the Saskatchewan Arts Board is made up of a combination of Lottery and non-Lottery funding. This is made possible through the Partnership Agreement between the Saskatchewan Arts Board and SaskCulture Inc., which is the Trustee for the Culture Section of Saskatchewan Lotteries Trust Fund for Sport, Culture and Recreation. Under the terms of this agreement for the applicable period, SaskCulture allocated a specified amount of Lottery funds to the Saskatchewan Arts Board as a portion of the total envelope of funds available for the program(s) through which this grant was adjudicated and approved.

REGINA PUBLIC LIBRARY BOARD

Notes to the Consolidated Financial Statements

Year ended December 31, 2022

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

i) Risk

Credit risk is the risk of financial loss to the Library if a customer or counterparty to a financial instrument fails to meet its contractual obligations. The organization has minimal credit risk since it has minimal accounts receivable.

Liquidity risk is the risk that the Library will not be able to meet its financial obligations as they become due. The staff on behalf Regina Public Library manages liquidity risk by continually monitoring cash flow requirements to ensure that it has sufficient funds to meet obligations when they become due.

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in the market interest rates. The Library is not exposed to significant interest rate risk.

Price risk is the risk that the value of a security or investment will decrease over time. The Library is subject to price risk as its Guaranteed Investment Certificates have fixed interest rates. The Library is not exposed to significant price risk as return on the Guaranteed Investment Certificates would never fall below the initial investment value.

REGINA PUBLIC LIBRARY BOARD

Notes to the Consolidated Financial Statements

Year ended December 31, 2022

3. CHANGE IN ACCOUNTING POLICY

Effective January 1, 2021, the Library adopted the Public Sector Accounting Board's (PSAB) new standard for the recognition, measurement, and disclosure of a liability for asset retirement obligations under PS 3280 Asset Retirement Obligations. The new standard establishes when to recognize and how to measure a liability for an asset retirement obligation and provides the related financial statement presentation and disclosure requirements. Pursuant to these recommendations, the change was applied on a modified retrospective basis, and prior periods have been restated.

Under the new standard, a liability for an asset retirement obligation is recognized at the best estimate of the amount required to retire a tangible capital asset when certain criteria are met, as described in Note 2.

In the case of the Library, the legal obligation arises due to the presence of asbestos in the Central Library and provision must be made for its removal. Provisions for the safe removal of asbestos came into effect January 1, 1975, which is the date used for the measurement of the liability. Based on this date, it is assumed the obligation has been fully amortized. In accordance with the provisions of this new standard, the Library reflected the following adjustments for the year ended December 31, 2021:

- a) An asset retirement obligation in the amount of \$1,021,000;
- b) A decrease in the opening accumulated surplus of \$1,001,000 as a result of the recognition of the liability;
- c) Accretion expense of \$20,000.

4. CASH

	2022	2021
	(000's)	(000's)
Unrestricted cash	\$ 5,761	\$ 21,742
SILS cash	289	630
	\$ 6,050	\$ 22,372

The Library has an authorized line of credit available to a maximum amount of \$500,000 (2021 - \$500,000). The Library did not draw on these funds during the year (2021 - \$nil).

Funds are invested in an interest-bearing account earning interest at a rate of CIBC Monthly Average Prime Rate less 1.50% (2021 - Average Prime Rate less 1.50%).

REGINA PUBLIC LIBRARY BOARD

Notes to the Consolidated Financial Statements

Year ended December 31, 2022

5. INVESTMENTS

	<u>2022</u> <u>(000's)</u>	<u>2021</u> <u>(000's)</u>
GIC's	\$ 18,000	\$ -
SILS investment	346	-
	<u>\$ 18,346</u>	<u>\$ -</u>

The Library investments consist of guaranteed investment certificates (GIC's) that are fixed term and non-redeemable with an interest rate ranging between 4.1% - 4.25% and maturity dates ranging from July 4, 2023 to July 4, 2024. Amounts are recorded at cost.

6. EMPLOYEE BENEFITS OBLIGATIONS

The Library's Collective Agreement with the Canadian Union of Public Employees ("CUPE") provides for a partial pay out of accumulated sick leave credits on termination or retirement for eligible employees with at least 10 years of service. Eligible out-of-scope employees receive severance payments on termination.

An actuarial valuation of vested sick leave and severance payments was completed using the benefit method at December 31, 2022. The actuarial valuation was based on assumptions about future events including employee turnover and mortality, wage and salary increases, sick leave usage and interest rates. The discount rate used to determine the unfunded employee benefit is 4.1% (2021 – 1.9%). Compensation rates for In-scope employees are assumed to increase at an average rate of 2.50% per annum, while compensation rates for Out-of-scope employees are assumed to increase at an average rate of 6.50% per annum and thereafter.

REGINA PUBLIC LIBRARY BOARD

Notes to the Consolidated Financial Statements

Year ended December 31, 2022

6. EMPLOYEE BENEFITS OBLIGATIONS (continued)

The Library's accrued employee benefits liability and benefits plan expense are disclosed below: The obligation amount of \$586,000 (2021 - \$791,000) is unfunded and will be paid from future revenues.

Accrued benefits liability	2022 (000's)	2021 (000's)
Accrued benefits obligation, beginning of year	\$ 791	\$ 836
Current period benefit cost	49	52
Interest on accrued benefit obligation	15	9
Experience gain	(172)	(49)
Less: benefits paid	(97)	(57)
Accrued benefit obligation, end of year	586	791
Unamortized net actuarial gain	280	136
Accrued benefits liability, end of year	\$ 866	\$ 927

Employee benefits related expense	2022 (000's)	2021 (000's)
Benefit expense		
Current period benefit cost	\$ 49	\$ 52
Amortization of net actuarial gains	(28)	(21)
Total benefit expense	21	31
Interest expense		
Interest cost on accrued benefit obligations	15	9
Total benefit plan related expense	\$ 36	\$ 40

Actual benefits payments for the year were \$97,000 (2021 - \$57,000).

REGINA PUBLIC LIBRARY BOARD
Notes to the Consolidated Financial Statements
Year ended December 31, 2022

7. TANGIBLE CAPITAL ASSETS

Tangible capital assets consist of the following:

	2022	2021
	(000's)	(000's)
Buildings and leasehold improvements	\$ 5,356	\$ 5,689
Construction in progress	-	64
Furnishings and information technology	2,040	2,312
Land	329	329
Land improvements	134	145
Library materials	6,067	6,047
Shelving	481	357
Vehicles	117	83
	\$ 14,524	\$ 15,026

Tangible capital asset cost:

	Beginning of		Disposals and		End of Year
	Year	Additions	Write Downs	Transfers	(000's)
	(000's)	(000's)	(000's)	(000's)	(000's)
2022					
Buildings and leasehold improvements	\$ 15,382	\$ 2	\$ -	\$ 60	\$ 15,444
Construction in progress	64	-	-	(64)	-
Furnishings and information technology	4,951	555	1,085	4	4,425
Land	329	-	-	-	329
Land improvements	230	-	-	-	230
Library materials (Note 16)	12,187	1,547	1,495	-	12,239
Shelving	886	146	-	-	1,032
Vehicles	218	60	-	-	278
2022 Totals	\$ 34,247	\$ 2,310	\$ 2,580	\$ -	\$ 33,977
2021 Totals	\$ 34,046	\$ 2,248	\$ 2,047	\$ -	\$ 34,247

REGINA PUBLIC LIBRARY BOARD
Notes to the Consolidated Financial Statements
Year ended December 31, 2022

7. TANGIBLE CAPITAL ASSETS (continued)

Accumulated amortization:

	Beginning of Year (000's)	Amortization Expense (000's)	Disposals and Write Downs (000's)	End of Year (000's)
2022				
Buildings and leasehold improvements	\$ 9,693	\$ 395	\$ -	10,088
Furnishings and information technology	2,639	762	1,016	2,385
Land improvements	85	11	-	96
Library materials	6,140	1,527	1,495	6,172
Shelving	529	22	-	551
Vehicles	135	26	-	161
2022 Totals	\$ 19,221	\$ 2,743	\$ 2,511	\$ 19,453
2021 Totals	\$ 18,555	\$ 2,710	\$ 2,044	\$ 19,221

The Library purchased and expensed works of art of \$3,500 during the year (2021 - \$14,222).

8. ASSET RETIREMENT OBLIGATION

The Library's asset retirement obligation, recognized under PS 3280 – Asset Retirement Obligation, arises because the Central Library contains asbestos, which represents a health hazard upon demolition or renovation of the building. *The Occupational Health and Safety Regulations, 2020* outlines the legal obligation to remove asbestos. The Library recognized this obligation as estimated at January 1, 2021. The value of the obligation was based on an external assessment conducted at the end of 2021 discounted at a rate of 2% to January 1, 2021. In subsequent periods, the liability is adjusted for accretion. The rate used for 2022 is 2%.

It is anticipated remediation of the obligation arising due to PS 3280 – Asset Retirement Obligation will take place within the next five years.

REGINA PUBLIC LIBRARY BOARD

Notes to the Consolidated Financial Statements

Year ended December 31, 2022

9. ACCUMULATED SURPLUS

The Board of Directors has established internally restricted reserves for specific future purposes. These appropriated reserves may be used or increased at the discretion of the Board of Directors. The summary of appropriated and unappropriated surplus is as follows:

	2022	2021
	(000's)	(000's)
Appropriated surplus:		
Operating reserve	1,767	1,705
Central Library development reserve	17,265	12,816
Branch libraries development reserve	900	-
Building maintenance reserve	193	-
Shelving, furniture and equipment reserve	33	-
Technology reserve	1,145	950
Fleet reserve	107	37
Dunlop art projects reserve	159	206
SILS	228	220
	21,797	15,934
Obligations to be funded from future revenues:		
Employee benefits obligations	(586)	(791)
Investment in tangible capital assets	14,524	15,026
Unappropriated surplus	357	3,980
Accumulated surplus	\$ 36,092	\$ 34,149

REGINA PUBLIC LIBRARY BOARD

Notes to the Consolidated Financial Statements

Year ended December 31, 2022

10. COMMITMENTS AND CONTINGENCIES

Operating leases

The Library is committed to the following payments for operating leases and service agreements:

	George Bothwell Branch lease (000's)	Regent Place Branch lease (000's)	Other (000's)	Total (000's)
2023	\$ 346	\$ 221	\$ 462	\$ 1,029
2024	346	221	59	626
2025	350	221	20	591
2026	356	221	6	583
2027	356	110	5	471
Total payments	\$ 1,754	\$ 994	\$ 552	\$ 3,300

REGINA PUBLIC LIBRARY BOARD

Notes to the Consolidated Financial Statements

Year ended December 31, 2022

11. INVESTMENT IN GOVERNMENT PARTNERSHIPS

SILS was incorporated in 2009 as a non-profit membership corporation by the ten public library systems in Saskatchewan. The purpose of SILS is to develop and maintain a single integrated library information system and provide a common experience for library users throughout the province. SILS is funded by member libraries and grants from the Ministry of Education. The member libraries share in annual operating expenses based on a service level formula.

The condensed supplementary financial information of SILS is as follows:

	<u>2022</u> <u>(000's)</u>	<u>2021</u> <u>(000's)</u>
Statement of Financial Position		
Financial assets	\$ 3,001	\$ 2,897
Financial liabilities	621	682
Net financial assets	2,380	2,215
Non-financial assets:		
Prepaid expenses	325	321
Accumulated surplus	\$ 2,705	\$ 2,536
Statement of Operations		
Revenue	\$ 1,346	\$ 1,262
Expenses	1,177	1,246
Surplus	\$ 169	\$ 16

REGINA PUBLIC LIBRARY BOARD

Notes to the Consolidated Financial Statements

Year ended December 31, 2022

11. INVESTMENT IN GOVERNMENT PARTNERSHIPS (continued)

The financial statements shown are proportionately consolidated with the Library financial statements at 21.63% (2021 – 22.07%) representing the Library’s interest in SILS. After eliminating inter-company transactions, the following amounts have been included in the consolidated financial statements:

	2022 (000's)	2021 (000's)
Statement of Financial Position		
Financial assets	\$ 638	\$ 628
Financial liabilities	123	139
Net financial assets	515	489
Non-financial assets:		
Prepaid expenses	70	71
Accumulated surplus	\$ 585	\$ 560
Statement of Operations		
Revenue	\$ 235	\$ 221
Expenses	209	219
Surplus	\$ 26	\$ 2

In the event that SILS is dissolved, the Library is responsible for its share of any costs in excess of the net assets of SILS. At December 31, 2022, SILS plans to continue operations for the foreseeable future.

REGINA PUBLIC LIBRARY BOARD

Notes to the Consolidated Financial Statements

Year ended December 31, 2022

11. INVESTMENT IN GOVERNMENT PARTNERSHIPS (continued)

The Library entered into a master agreement with the City of Regina and the Board of Education of the Regina School Division No. 4 and constructed an integrated educational/library/community facility in the North Central area of the City of Regina known as the māmawēyatitān centre. The purpose of the partnership is to develop and operate a Facility as an integrated gathering place for the community and to deliver programs and services to the public. Any distribution (recovery) of annual operating surplus (deficit) is shared between the partners according to their respective usage of the services.

The condensed supplementary financial information of the māmawēyatitān centre is as follows:

	2022 <u>(000's)</u>	2021 <u>(000's)</u>
Tangible Capital Assets	\$ 33,778	\$ 35,105
Statement of Operations		
Revenue	\$ -	\$ 10
Expenses	850	814
(Deficit)	\$ (850)	\$ (804)

REGINA PUBLIC LIBRARY BOARD

Notes to the Consolidated Financial Statements

Year ended December 31, 2022

11. INVESTMENT IN GOVERNMENT PARTNERSHIPS (continued)

The above financial information has been proportionately consolidated with the Library's financial statements at the Library's partnership share of 5.79% of capital expenditures (2021 – 5.79%) and 5.7% of operating revenue and expenses (2021 – 5.7%). After adjusting the accounting policies to be consistent with those of the Library and eliminating transactions between the partnership and the Library, the following amounts have been included in the Library's consolidated financial statements:

	2022	2021
	<u>(000's)</u>	<u>(000's)</u>
Tangible Capital Assets	\$ 1,956	\$ 2,033
Statement of Operations		
Revenue	\$ -	\$ 1
Expenses	135	126
(Deficit)	\$ (135)	\$ (125)

Included in the Library's partnership share of expenses is amortization relating to the māmawêyatitân centre building for \$76,864 (2021 – \$70,638).

12. PENSION AND BENEFIT PLANS

The Library is a member of the Regina Civic Employees' Superannuation and Benefit Plan (the "Plan") which is overseen by its own Administrative Board. All eligible permanent employees of the Library are members of the Plan. This multiemployer plan provides defined retirement benefits and is integrated with the Canada Pension Plan ("CPP"). The Plan provides a lifetime monthly pension based on an employee's years of service and the average of their best five consecutive years of earnings. During the year, employees contributed 8.8% (2021 – 8.8%) of their earnings below the CPP maximum and 13.1% (2021 - 13.1%) of earnings above the CPP maximum. The Library contributed 9.8% (2021 - 9.8%) of their earnings below the CPP maximum and 14.6% (2021 – 14.6%) of earnings above the CPP maximum.

REGINA PUBLIC LIBRARY BOARD

Notes to the Consolidated Financial Statements

Year ended December 31, 2022

12. PENSION AND BENEFIT PLANS (continued)

The financial statements as at December 31, 2021 indicate the plan had a surplus of net assets available to pay accrued pension benefits of \$201,920,000 (2020 - 147,960,000). The plan is a multiemployer defined benefit plan, therefore neither benefits nor contributions are segregated by employer.

The Plan has been accounted for using the method appropriate for defined contribution plans and, as such, the amount of pension expense is equal to the contributions required for the year. Pension costs of \$1,102,000 (2021 - \$1,000,000) were expensed during the year.

13. LONG TERM DISABILITY BENEFIT PLAN

The Library is a member of the Regina Civic Employees' Long Term Disability Plan ("Disability Plan"). The financial statements as of December 31, 2021 indicate a surplus of net assets available for benefits of \$32,221,000 (2020 - \$32,547,000).

The Disability Plan is a multiemployer plan and consequently, identification of individual employer's assets is not available from the Plan managers. Accordingly, no portion of the surplus has been recognized as an asset or expense reduction in the financial statements. The Plan has been accounted for using the method appropriate for defined contribution plans and, as such, the amount of benefit expense is equal to the contributions required for the year. Contribution rates for the current year were 0.46% for both employees and employers (2021 - 0.46%). The Library recorded disability premium costs of \$48,000 for the year (2021 - \$43,000).

REGINA PUBLIC LIBRARY BOARD
Notes to the Consolidated Financial Statements
Year ended December 31, 2022

14. EXPENSES BY OBJECT

	2022	2022	2021
	Budget	(000's)	(000's)
	(000's)	(000's)	(000's)
			(restated-Note 3)
Wages, benefits and honoraria	\$ 15,202	\$ 14,493	\$ 13,602
Purchased goods and services	8,873	8,428	7,297
Interest	16	15	10
Accretion	-	20	20
Amortization	2,727	2,743	2,710
	\$ 26,818	\$ 25,699	\$ 23,639

15. SEGMENTED INFORMATION

The Library provides a wide range of services to the citizens of Regina. The following segmented information reflects the broad organizational structure of the Library.

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 is made up of 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

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 is made up of the following units:

- People and Culture
- Marketing and Communications

REGINA PUBLIC LIBRARY BOARD

Notes to the Consolidated Financial Statements

Year ended December 31, 2022

15. SEGMENTED INFORMATION (continued)

- Facilities Infrastructure and Services and
 - Collections
3. Service Innovation - Innovation is crucial to the continued success of any organization. It's about looking forward to what might be or what could be. It's about adapting services to make sure they fit with what customers will need and want: maybe there are new ways to provide services. Maybe there are new services that could be offered. Libraries must evolve and demonstrate their worth or run the risk of becoming relics of the past.

Service Innovation is comprised of:

- Community Engagement and Programming
 - Digital Service Innovation
 - Information Technology
4. Finance & 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
 - Budget and Business Process
 - Planning and Research
 - Development
5. Governance – The Library is governed by a publicly appointed board of directors.

16. LIBRARY MATERIALS

	2022		2022		2021
	Budget		(000's)		(000's)
	(000's)		(000's)		(000's)
Books	\$ 1,192	\$	1,240	\$	1,136
DVDs	245		258		259
Sound recordings	60		49		59
	\$ 1,497	\$	1,547	\$	1,454

Purchases of serials/periodicals of \$103,000 (2021 - \$95,000) and digital content of \$1,118,000 (2021 - \$1,090,000) were expensed during the year.

REGINA PUBLIC LIBRARY BOARD
Notes to the Consolidated Financial Statements
Year ended December 31, 2022

17. CONTRACTUAL RIGHTS

The Library has signed agreements with Saskatchewan Arts Board, Canada Council for the Arts and Department of Canadian Heritage that will provide future funding for programming.

Future collection for the Library from the above entities is estimated as follows:

<u>Year</u>	<u>Amount</u>
2023	256,850

Corporate Governance

REPORTING

The Regina Public Library Board is a governance body established under *The Public Libraries Act, 1996*, and is currently made up of 7 appointed citizen volunteers, the Mayor of Regina, and one appointed City Councillor. The Board is a corporation responsible for the operation of library services in Regina. Management of RPL's operations is delegated by the Board to the Library Director & CEO.

BOARD OF DIRECTORS

The general management, regulation, and control of the library is vested in the Regina Public Library Board,

The Board is responsible for the general management, control, and operation of library services within the municipality of Regina, per the provisions of *The Public Libraries Act, 1996*.

The Board is a corporation, separate from the City of Regina, and governs the organization in the interest of those it serves.

There are three standing committees that report to the Board: the Audit Committee, the Governance Committee, and the Human Resources Committee, as well as a Strategic Planning Committee that meets on an as-needed basis to discuss matters relating to RPL's strategic direction

2022 Board of Directors



Sean Quinlan
Chair

January 1 to November 15, 2022
Board Member, November 15 to end of term, December 31, 2022



Marj Gavigan
Vice Chair

January 1 to November 15, 2022
Interim Chair, November 15, 2022 to January 24, 2023



Mayor
Sandra Masters



Councillor
John Findura



Starla Grebinksi
Board Member



Cindy Kobayashi
Board Member



Phyllis Lerat
Board Member



Olajumoke Oni
Board Member



Cheryl Zankl
Board Member

Senior Leadership Team

Jeff Barber, Library Director and CEO

Amber Christensen, Executive Director, Central Library

Kimberley Hintz, Executive Director, Branch Services

Gail Kruger, Executive Director, Finance and Strategy

Nancy MacKenzie, Executive Director, Customer Experience

Kevin Saunderson, Executive Director, Service Innovation

Geoffrey Allen, Director, Collections

Robert Borges, Director, Information Technology

Jeff Demitor, Director, Digital Service Innovation

Alyssa Fearon, Director/Curator, Dunlop Art Gallery

Colleen Hawkesford, Director, Marketing and Communications

Paula Hesselink, Director, People and Culture

Brian Klenk, Director, Facilities Infrastructure and Services

Millicent Mabi, Director, Community Engagement and Programming

Kate Scheurwater, Director, Development

