

2023 Annual Report







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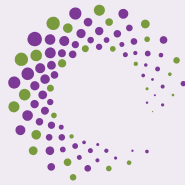
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Year-at-a-Glance



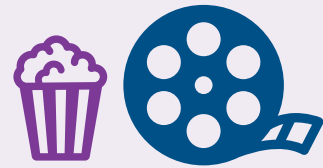
14,370
NEW LIBRARY
CARDS ISSUED

UP 12% FROM LAST YEAR



1,669,352
PHYSICAL ITEMS
CIRCULATED

UP 8% FROM LAST YEAR



9,447
FILM SCREENING
ATTENDANCE

UP 141% FROM LAST YEAR



1,365,163
VISITS TO RPL
LOCATIONS

UP 17% FROM LAST YEAR



559,479
DIGITAL ITEMS
CHECKED OUT
OR STREAMED

UP 14% FROM LAST YEAR



1,704
DIGITAL MEDIA
STUDIO BOOKINGS
AT CENTRAL LIBRARY

UP 29% FROM LAST YEAR



179,614
PUBLIC
COMPUTER
SESSIONS

UP 18% FROM LAST YEAR



5,396
PROGRAMS
DELIVERED

UP 29% FROM LAST YEAR



111,593
PROGRAM
ATTENDANCE

UP 31% FROM LAST YEAR



MORE THAN 50% OF REGINANS ARE ACTIVE LIBRARY USERS.

Letter from the Chair and CEO

“2023 was a year dedicated to creating safe and welcoming library spaces for our community.

The library creates opportunities to bring people together in safe and healthy ways, and to nurture a spirit of connection and understanding in our community.

In 2023, Regina Public Library advanced its goal to construct a modern Central Library in downtown Regina. The importance of a new Central can't be underestimated as a means of inspiring discovery, learning, and connection. We plan to construct a safe and welcoming building that will benefit Regina and play a significant role in the revitalization of our downtown.

RPL also began work on a Branch and Service Points Renewal plan to review library services in neighbourhoods across the city and identify potential improvements. We look forward to discovering what our neighbourhoods need,

whether it's new locations for underserved parts of the city, updates to current branches, or additional accessible service points.

The library must continue to act as a beacon of safety and welcome in our city. In 2023, we continued to strengthen our safety and security procedures to ensure all people feel safe and comfortable at our locations.

The need for public libraries can sometimes be underestimated.

A report from the Canadian Urban Institute released in October 2023 provides a pointed reminder of libraries' "remarkably broad array of critical supports to our communities, including for knowledge distribution, culture, health, reconciliation, belonging, and our democracy."

Regina Public Library is here for our community. The work we do benefits everyone. The work we're doing today will ensure we can provide these essential supports into the future, helping to build a safer and happier community.

Jeff Barber and Marj Gavigan



A handwritten signature in black ink.

Jeff Barber
Library Director and CEO



A handwritten signature in black ink.

Marj Gavigan
Chair, RPL Board of Directors

Management Discussion and Analysis

The Management Discussion and Analysis (MD&A) portion of the Annual Report 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, 2023. The MD&A is the responsibility of management and represents management's expectations, as of March 2024.

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.

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.

Through the 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.

Everyone is welcome at the library. We provide hundreds of programs, art exhibitions, film screenings and cultural events each year. We offer access to counsellors, lawyers, and business support professionals free of charge. We partner with other community-based organizations to offer programming, services, and events within and outside our locations.

We offer access to technology, including our state-of-the-art digital media studios for customers to produce films, digital recordings, podcasts, and more, all free of charge.

Library collections 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. In addition to collections of books, audiobooks, films, and music in traditional and digital media, our customers can borrow a host of unique materials, such as musical instruments, birding backpacks, and parks passes.

Regina Public Library locations received almost 1.4 million visits in 2023, a 17% increase from 2022. The Regina community appreciates and understands 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 the 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 contributes tremendous economic impact for our community, through both the value derived by using the library and the services and resources we make available. Modern libraries are a stimulus for growth in a city and are significant contributors to urban revitalization. They are gathering places in our community: RPL received almost 1.4 million visits across our locations in 2023.

RPL's free offerings continue to drive economic prosperity in countless ways:

- Business programs, such as one-to-one career coaching, resumé help, and not-for-profit career fairs help Reginans secure jobs every year.
- Personal finance programs give people in our city the financial skills they need to thrive in our changing world.
- Newcomer offerings give people agency to establish themselves as part of Regina's culture and economy.
- Community partnerships connect a socioeconomic demographic in need with critical supports.
- Technology allows everyone to participate in today's digital world, from professional-level online learning resources to basic computer workstations and Wi-Fi.
- Cultural and media services, such as the RPL Film Theatre, the Dunlop Art Gallery, and the Digital Media Studio give citizens of Regina free access to high-quality technology, arts, and entertainment.
- Library materials enrich people's lives with access to countless physical and digital items at no cost.
- Programs offer customers opportunities for lifelong learning and the foundations of literacy.
- Public talks offer dialogue and discourse on important conversations.
- Library spaces, among the few public places with no financial barrier, create communities that uplift our city.

Libraries serve as a catalyst for economic development: people who visit libraries also visit shops, restaurants, and businesses in the area. Visitors to George Bothwell Branch often also shop in the Southland Mall, where the branch is located, for example. The Canadian Urban Institute Report *Overdue: The Case for Canada's Public Libraries* also reminds us that "libraries are catalysts for neighbourhood and downtown revitalization... they've anchored plans to create stronger downtowns." The roughly one-quarter of all RPL visits which occur at Central Library are an essential part of the invigoration of Regina's own downtown, making it a safer, more vibrant, and more attractive area for other businesses.

According to the Canadian Urban Institute report, for every \$1 that is invested in Canada's urban libraries, \$6 is generated in community economic impact – a return of over 600%.

Community Impact

RPL is involved in and committed to Regina; our impact on the community's wellbeing cannot be understated. Our corporate aspiration – to drive social vitality and economic prosperity for the people of Regina – means that everything we offer, every decision we make, is made with the community in mind, and how our services can benefit Regina's public. The library is not a nostalgic building full of books; it's an integral part of building and supporting a healthy and vibrant community.

RPL works hard to listen and learn from our customers about their wants and needs. We tailor our collections, service offerings, and programming to what the community wants as it evolves. We seek out new ideas and resources that we believe will be of interest to our public.

We also work with community partners to provide unique offerings together. The Regina community is diversifying rapidly; no one agency can effectively meet all of its needs alone. Building partnerships with individuals, community groups, and organizations is one of the ways both RPL and our partners can meet more community needs and mutually achieve our strategic goals. Opportunities have included meeting with community partners

on a regular basis to share information and support one another's initiatives. We work with important local partners, such as Regina Open Door Society, the Saskatchewan Science Centre, the Ukrainian Canadian Congress, Indigenous leaders, Family Services Regina, the Royal Saskatchewan Museum, and many more.

Efficiencies

Finding efficiencies is an important and a part of common business practice. RPL is no different. It is important because we are committed to being good stewards of the public's money. RPL looks continuously to improve and streamline its work processes. We are always striving to do more with the same amount of money and staff time. We are always cognizant that we are spending taxpayer money and are always looking for opportunities to spend it more efficiently. These efficiencies allow us to put more focus on serving our customers.

In 2023, opportunities for increased efficiencies were identified and implemented in both day-to-day operations and key initiatives. For example:

- **New accounting software:** 2023 was our first full year using new, more intelligent accounting software. Results included efficiencies in process, accuracy, and user experience including improved payment times for vendors.
- **Marketing:** Promotional efforts were streamlined through increased use of in-house tools; the introduction of a regular omnibus newsletter to keep customers better informed; increased scrutiny of previous marketing outcomes to eliminate needless staff time and costs; increased audience analysis to ensure strategic placement of messaging; the creation of materials for RPL partners to achieve better saturation of target audiences; and improved internal communication about grassroots promotions by RPL staff.
- **eAudiobooks:** The Collections unit piloted a decision to purchase more eAudiobooks using an unlimited simultaneous-use access model. This licensing model resulted in a lower library cost per download (from \$4.68 per download to \$0.70). Over the next six months, we expect costs to come down even further as usage continues to grow, since the collection was purchased at a flat rate for a 12-month period. The pilot has proven very successful and will continue in future years, though there is only a limited number of titles available for this purchasing model.
- **Development:** A new Development website was created that included automatic receipting for online donations. The new process reduced the amount of time spent on administrative tasks per donation from 10 minutes to one minute.
- **RPL Film Theatre:** The Film Theatre implemented a community-responsive screening model to seek more engagement from the community. By screening content that we know customers want to see, we increased attendance while operating at reduced overhead costs by about 90% per person per film.

Working Toward our Strategic Initiative

Library Renewal

Renewing libraries is essential to maintain their relevance, to adapt to changing times, and to continue opportunities for customers to discover, learn, and connect.

Library renewal is a process of updating and revitalizing library resources, facilities, services, and technologies to ensure they remain relevant, accessible, and effective in meeting the needs of the community.

Regina Public Library is presently reviewing its service points and consulting with the public to ensure we are providing optimum services and supports to the neighbourhoods and people of Regina.



Central Library Renewal

Central Library is the hub for the entire library system and houses a large portion of our collections, centralized services, and core administrative functions. Books and materials are sorted at Central and make their way to and from our branch libraries and across the provincial system.

The building was constructed in 1962 but was not built to last. Since 2012 we have prioritized what we can to keep the doors open and people safe, but the problems are big and difficult to address without causing major impact and a chain reaction tied to other issues.

At the same time, the building's setup and layout is not conducive to our business and service offerings. Libraries have changed since the 1960s:

- They are dynamic spaces: they accommodate a multitude of uses.
- They are community hubs: they provide a welcoming and inclusive space where people can discover, learn, and connect, making them a vital part of the community.
- They are, by design, safe and welcoming.
- They are beautiful places that make people proud. People visit just to be there: they want to enjoy the building.

We want Regina to have that too.

Branch Renewal

Libraries are trusted spaces. As the City of Regina grows, the library must expand and even reimagine its offerings to provide the community with the library programs and services it wants to have.

RPL has eight branches throughout the City. While many have undergone relocations and expansions, there have been no new branches in over 40 years.

Starting in 2024, RPL will review its branch locations and service points as part of a plan to respond to changes in community demographics, technology developments, emerging service expectations, aging facilities, and other future needs.

We will engage with the public and staff about the future of Regina Public Library, our programs and services related to public needs, and the role of branches and other service points to ensure we can meet those needs. We want to know our community's priorities and where they believe library services could be taken into the future.

Once complete, the plan will provide a blueprint for the library to enhance and expand its service points to address community needs over the next 10 years and beyond.

* Service points could include self-service holds lockers and kiosks, joint locations with other groups, and other physical services or technologies.

Safety and Security at Central

Like other downtown businesses and organizations, Central Library has faced increasing safety and security challenges, including higher percentages of visits by customers facing food and housing insecurity, addictions, and mental health issues. According to a July 2023 article in the Leader-Post, “an uptick in crime in downtown Regina has caused some local businesses to change how they operate. Regina Police Service (RPS)...said they recognized an increase in calls for service in the downtown area since December [2022].”

While these challenges are not unique to Central Library among other downtown businesses and organizations, one of RPL's core values is inclusion. Where other businesses and organizations may choose to ban customers, we see public libraries as welcoming and inclusive spaces for everyone. Even RPL customers who are temporarily suspended from our buildings may still access our programs and services through digital means.

RPL's commitment to safe and welcoming spaces has required a multi-faceted approach to address Central Library's challenges. Traditional security services are necessary, but RPL's customers also have a diversity of needs that require additional

supports, such as referrals to external stakeholders, the availability and deployment of nasal Narcan to combat overdoses, and the use of a trauma-informed approach to challenging behaviours. In 2023 RPL engaged Commissionaires to provide security services and entered into a pilot partnership with Family Services Regina to provide two crisis workers onsite for most open hours at Central Library. We also introduced an RPL Safe and Welcoming Specialist position who coordinates third party services, provides training for staff, directs customer support, and develops and reviews customer safety procedures. We have built on long-standing partnerships and forged new ones with our work in the Community Commons space, regularly hosting important community service providers, such as Pro Bono Law, a Law Librarian, Thrive Rapid-Access Counselling, and AIDS Program of South Saskatchewan. In 2023 we connected over 37,000 visitors to community services.

The library is often the first place people turn to when they are in need; through our efforts to foster meaningful relationships between third party organizations and our customers, we contribute to the safety and wellbeing of all Regina's citizens.



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 sixteen risks at an enterprise level. The key risks, and actions to mitigate them, are discussed below.

Financial Risk

If economic and demographic growth in the City of Regina advances at a slower pace, there is a risk that 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 as well as 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 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 the many known risks posed by Central Library's current infrastructure, RPL also faces risk at Connaught Branch, where the boiler may need to be replaced in the next few years. The Connaught Branch is also the only RPL location that is not accessible, and the cost of this update would be significant. Currently, this barrier to accessibility is addressed by providing the materials and services offered at Connaught Branch at other accessible branches, as well as online.

Populations served by Sherwood Village and Sunrise continue to increase, and plans must be made to meet the needs of these expanding communities. RPL will also need to address the growing city population on the west side, where the travel distance to library services is greater than usual.



Work on Strategic Initiative 3.2.2 in 2023 has included refreshing RPL's largest branches (George Bothwell, Sunrise, and Sherwood Village branches), a contracted review of all RPL facilities and service points, and the kick-off of the Branch and Service Points Renewal Plan to identify infrastructure investment, partnership, or both, in order to meet the library's need for physical service spaces now and into the future. This work will continue through 2024 and beyond.

Workforce

As long-service employees retire, RPL must compete with other employers to fill both professional librarian and non-librarian positions from a limited pool of qualified candidates. To mitigate this risk, RPL is positioning itself as a forward-thinking, progressive workplace with a focus on the community in order to attract well-matched external candidates and is continually developing the skills of our existing staff through annual performance planning, professional development, and leadership training to create the capacity internal candidates need to succeed. RPL also focuses on facilitating an environment of purpose and shared success, as discussed in Strategic Initiative 1.1.2, which benefits employee satisfaction and retention.

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, a system-wide Security Committee was formed to review all issues related to the safety and security of customers, staff, collections, and the physical environment of all library locations. A Safe and Welcoming Framework has been completed, which highlights strategies that are non-punitive and customer service that is non-judgmental.



The framework strikes a balance between the needs of all library customers without compromising safety and wellbeing. RPL takes this work beyond its four walls by engaging with other downtown organizations and businesses.

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. The possibility of short-term appointments introduces lack of continuity that may slow Board decisions. To mitigate this, new board members participate in an extensive orientation so they are knowledgeable enough to contribute to ongoing Board discussions on key items, and all Board members undertake self-assessments to ensure they continue to be effective in their governance role. The opposite risk is also possible, as current members can be re-appointed. To mitigate this risk, the Board has confirmed its policy to withhold recommendation for re-appointment of Board members who have served 10 years. Through 2023, the Governance Committee, Audit Committee, and HR Committee each reviewed risks and proposed mitigations for the key board risks from the enterprise risk register.

Results From Our Strategic Plan

Our Strategic Imperatives

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 imperatives, and organization 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 2023's actions and results as we continue to work toward our strategic goals. 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.

This report summarizes Strategic Initiative 5.0 first, as it is the overarching RPL Experience, followed by consecutive supporting levels of Strategic Initiatives.

5.0 The RPL Experience

The RPL Experience describes the customer experience from the customer perspective, defined by four critical factors: we are **customer-centric**, **welcoming**, and we provide **exceptional value** and **enjoyment**. It brings together strategic priorities and day-to-day business and provides the lens through which all library service delivery areas are viewed. It is a planning tool that supports a culture of continuous improvement and a communication tool that provides a common language to affirm and articulate our expectations for ourselves as RPL staff and our commitment to our customers.

In 2022 and again in 2023, a Customer Satisfaction survey was conducted to gather customer perceptions regarding experience. On average, customers gave an 88% satisfaction rate with their RPL Experience, with satisfaction slightly lower for Indigenous customers (85%).

While customer satisfaction is relatively high, the priority areas identified for action in 2023 were Collections, Services, and Spaces that are enjoyable, inspiring, and innovative. The work that followed was based on customer use data, observational analysis, and widely acknowledged best practices in library design. Actions taken included remodeling selected branches to create improved areas for children and families, installing shelving that is more accessible, and creating more customer workspaces and spaces for quiet study. Remodels planned for 2024 and beyond will build on successes in conjunction with recommendations arising from the 2024 Branch and Service Points Renewal Plan.

RPL's Indigenous Services Strategy was launched in 2023, built on RPL's commitment to Truth and Reconciliation and extensive consultation with our Indigenous Community. As detailed above, the strategy contains actions that will improve the RPL Experience for our Indigenous customers.

2024's third annual Customer Satisfaction Survey will again provide critical feedback around ongoing efforts in all library service delivery areas.

4.1.1. Operating expenses within board-approved budgets

Detailed monthly financial statements are sent to work unit managers/directors 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.

RPL continues to use multi-year budgeting in line with the City of Regina's move to a two-year budgeting model. In 2023, RPL's continued use of a model that 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. In 2024, we will continue to review this new policy to ensure it is resulting in the intended outcomes.

RPL also developed financial condition measures to help ensure RPL is achieving its strategic objective of prudently managing resources for sustainable operations



4.1.2. Responsible financial reporting for board and public oversight

The Board receives year-to-date financial statements at each board meeting that are accompanied by variance reports and end-of-year forecasts. Annual audited financial statements are presented at the March meeting for Board approval and 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 of Regina'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.

With the implementation of a Reserve Policy in 2022, the Board receives reports on reserve transfers and balances to ensure RPL has enough reserves to smooth mill rate increases, save for future expenditures, and respond to emergencies.



4.2.1. Capital reserves for infrastructure upgrades and development

The Board approved a new Reserves policy in 2022, which specifies the reserves to be maintained by RPL, their purpose, and how they are funded. The Reserves policy will ensure there is a mechanism for RPL to fund future major purchases, emergency expenditures (e.g., building repair), and to balance some of the effects of fluctuations in the budget. In 2024, this new policy will continue to be reviewed to ensure it is meeting intended outcomes.

RPL presents a Reserve Allocations Discussion document, in accordance with the new Reserves Policy, to the Board annually. The document contains current reserve balances and recommended reserve allocations. Discussion on the specific reserves and their balances is included in the financial analysis section.

To ensure there are sufficient funds for future capital expenditures, RPL has begun to include planned transfers to reserves in the budget.

4.2.2. Expand revenue through fund development initiatives

The second year of our three-year Development Plan (2022-2024) was executed in 2023, implementing multiple initiatives to address immediate financial needs and establishing an operational foundation for sustainable revenue growth based on key performance indicators.

Foundational work on a donor database in 2022 set the stage for a comprehensive data set in 2023, facilitating year-to-year performance comparisons and trend analysis. While monitoring annual fluctuations in performance, our primary focus in 2023 was on identifying and analyzing overall trends in KPIs to build a diverse and sustainable donor base. Analysis shows steady growth in funds raised since 2018. A single large donation in 2022 was a positive outlier in an overall trend of increase. About 750 contributions were recorded in 2023, reflecting a 4.8% growth in contribution numbers from 2022. In 2023, 319 donors contributed to the

library, marking a slight decrease from 2022 but aligning with a general upward trajectory in the number of donors since 2018.

In 2023, RPL completed a third consecutive annual appeal project; each year we are able to build upon the last to create multi-channel appeals segmented by audience. This enhances ongoing engagement with donors and presents compelling reasons to give.

The average amount received from online gifts from 2018-2020 was under \$5,000; in contrast, the average for 2021-2023 surpasses \$16,000, underscoring successful digital initiatives, such as a comprehensive overhaul of the donation website in 2023.

We plan to build on our accomplishments in 2024 and into the future, pursuing initiatives such as partnerships, enhanced grant-seeking strategies, and exploring a capital fundraising campaign to amplify the library's positive impact on our community.

3.1.1. Integrate technology solutions for an enhanced digital and in-person experience

Our focus in 2023 centered around the full implementation of Radio Frequency Identification (RFID) technology and leveraging this new technology to improve customer and staff experiences, creating greater operational efficiencies in how materials move throughout our library system and the provincial consortium. RFID technology allows for faster, easier, and a more efficient checkout and check-in of materials, improved inventory control, and enhanced customer service.

We upgraded our customer self-checkout technology in 2023, providing a uniform experience across all customer service points. This technology enhancement has increased customer self-checkout rates by 5% in 2023 and lowered our operational costs for this service by \$35,000 annually.

As part of branch refresh initiatives, Sunrise Branch saw enhancements to their in-branch services



through the expansion of our popular 3D Printing service and the introduction of a new interactive wall projection gaming space.

We also introduced online auto-renewals for RPL cardholders. This new feature provides RPL customers the convenience of renewing their library account without having to visit an RPL location.

We will continue the work to enhance the digital and in-person experience in 2024 by undergoing a procurement process to establish an automatic materials handling (AMH) solution, which is an automated system that uses mechanical equipment to do repetitive tasks quickly and more efficiently, and long-term strategy that best meets our operational efficiency and customer experience goals.



3.1.2. Engage communities to ensure responsive programs and services

2023 saw further initiatives to improve programs and services based on customer need, feedback, and behavioural trends.

Film Theatre: The RPL Film Theatre fully implemented a community-responsive model, which resulted in increased attendance while operating at reduced overhead costs, allowing for the reallocation of funds to other RPL initiatives including youth Indigenous cultural programming.

Accessibility/Outreach Strategy: RPL's Outreach team worked with community partners to conduct focus groups related to accessibility in the library. Responses informed purchasing decisions made possible through donations, including the expansion of four additional accessible computer workstations that utilize both software and physical equipment to support people with physical and low vision. In 2024, we will continue to roll out initiatives in response to focus groups, including hearing loops at all service points.

Prairie History Room (PHR) Services: We are aiming to better understand the current collection content, as well as the use of the PHR collections, services, and space. As a part of this assessment process, we engaged Prairie Wild Consulting, who conducted four focus groups that included representatives from related community stakeholder organizations, Regina's local history/archives sector, staff, and customers. RPL staff also conducted observational studies of customer usage and a comprehensive collection review. The findings from these efforts will inform 2024's next steps for this service.

3.1.3. Innovate to meet the diverse needs and interests of the community

Though 2023's primary focus was on the rollout of the Innovation Framework and Ideawake idea management system (described in Strategic Initiative 2.1.1), innovation continues to occur across the organization through other processes and intentional projects. Examples include:

- a growing focus on community engagement to better understand the needs of different facets of our community;
- the introduction of new programs, such as the Acquisition Entrepreneur Accelerator series, an intensive training program for people preparing to buy a business in Saskatchewan; and
- physical updates that we have made to our largest library locations (Sherwood Village, George Bothwell, and Sunrise Branches).

As we move forward in 2024, we plan to evolve our community engagement efforts to better identify and vet community needs and interests, and to advance our process for aligning RPL's efforts toward these opportunities. We will also solicit ideas from the public on where and how we can best deliver our services around the city through the development of a Branch and Service Points Renewal Plan.

3.2.1. Renew Central Library infrastructure to meet long-term community needs

The RPL Board continued to work towards the goal of renewing Central Library. After significant consultation with the community through the Catalyst Committee, City Council determined that a new Central Library was a priority for Regina. Knowing that rebuilding would require construction, there was always an understanding that Central Library operations and services would need to temporarily relocate. In spring 2023, based on independent reports on the boilers, roof, and electrical systems' condition, the Board determined that remaining at the current location throughout the renewal process created an unacceptable risk to business continuity. Moving services early would prevent lengthy closures if one or more of these expensive, complex systems required unexpected repair or replacement. RPL began investigating options for a temporary space, and several were explored through a real estate RFP process. The result of this investigation showed that downtown Regina had very few options for adequate public service space and the nature of the space available required a high level of investment. The Board will continue its investigation of options for Central Library both in risk mitigation and in long-term renewal.

3.2.2. Fulfill our commitment to city-wide services through branch renewal

RPL's branch system is critical to our service delivery and, in 2023, we worked on a plan for renewal of RPL's branch system and innovative solutions for public library services across the city. That plan could include renovation, relocation, or even expansion of RPL's current branches, and we'll also explore new service opportunities like pick-up locations or self-serve kiosks. Preparation in 2023 involved assessments of our current branch facilities. We also analyzed how Regina residents move through the city, the routes they travel by, what library branches they visit, and what other services they access on the same trip. This information, along with public and stakeholder engagement feedback, will be compiled into a high-level plan that provides recommendations on how best to serve all areas of the city.

3.2.3. Expand physical reach of the RPL experience through partnerships and innovations

2023 was the first full year of implementing RPL's Community Engagement Strategy and Partnership Framework. Through it, RPL supported over 12,000 residents in accessing library and community resources by meeting them where they are, often outside the library (e.g., in community spaces, designated residences, and places of worship). Of these, nearly 800 people received help to sign up for library activities and almost 200 obtained new library cards. We are happy with these figures – our community has diverse needs, with a range of barriers, that require a responsive approach. These figures show that we are able to connect with a large number of community members.

We also expanded partnerships with other agencies, connecting with nearly 270 local organizations. These connections enabled RPL to access populations that we may not ordinarily be able to reach. Hearing from diverse populations helped us to improve the relevance of library programs and enhance our ability to respond to community needs. Collaborating with local agencies opened doors to more partnered offerings across

our different program areas. For example, we heard from older adults at a church about their concerns regarding fraud and responded by partnering with the church and Regina Police Service to offer a fraud and scams prevention program for older adults.

RPL supported customer-facing experiences by taking action on our 2022-implemented Indigenous Services Strategy, including the development of an Indigenous Cultural Practices policy and accompanying procedures, as well as committing to the consideration of Indigenous, First Nations, and Métis design elements as part of any refresh or renewal of a space. RPL also created flyers to welcome newcomers to the library with an overview of RPL services in 10 languages, allowing these new potential customers to understand the value of the library and how to access it in their language of origin.



2.1.1. Leverage innovation and technology to continuously improve

Work was done in 2023 to assess RPL’s internal information-sharing needs. In response, we started the build of a modern intranet to establish industry best practices for content discovery, news and information sharing, employee engagement, document management, and collaboration. The new RPL Intranet will launch to all staff in 2024.

Ideawake, an idea management system, was rolled out in early 2023. The system has played an important role in supporting the culture of collaboration, innovation, and employee engagement within RPL. For example, four requests for ideas from staff were run when the system was rolled out, resulting in over 100 submitted ideas with about 150 associated comments and 800 votes. Some submitted ideas have been implemented and others are being considered. The system continues to be improved and we expect to run three or four specific challenges in 2024.

RPL continues to conduct focused unit reviews to enhance innovation and focus on continuous improvement. A review of the Information Technology unit was completed in 2023 and work has begun to address the resulting recommendations. Similar work will continue in 2024.

2.1.2. Enhance operational planning, budgeting, and project management functions

The Planning and Research unit continues to meet with strategic initiative owners and other members of the leadership team to discuss and plan the evaluation of key initiatives. This has resulted in more robust, data-driven evaluations throughout 2023, and meetings will continue in 2024. The unit also provided enhanced project management tools for the organization to ensure projects are on time, on budget, and results driven.

RPL continues to explore improvements to the budget and financial reporting process to enhance efficiency and effectiveness. RPL continues to update and use its risk register to identify, monitor, and manage risks.

2.1.3. Embed RPL brand across all aspects of operations

RPL’s brand continues to be embedded into our culture, and staff are recognizing its importance in unifying and improving our work. The 2023 Discover Learn Connect (Staff) Survey results demonstrate a better understanding of the RPL brand than the previous year.

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

	2022 results - mean	2023 results - mean
Discover: How can we help our customers make discoveries? How can we encourage and inspire people to make discoveries for themselves?	72%	81%
Learn: We help others to learn, grow, and achieve their aspirations. There’s always something that can be learned.	79%	83%
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.	79%	81%

These outcomes demonstrate a high saturation of understanding in employees about the importance of our brand, and how it impacts our service offerings. Given the success of efforts to embed the brand into our culture, in 2024, brand will be merged with other workplace culture strategies as part of the activities and outcomes intended to foster a positive and successful workplace. Specific brand-related activities, such as orientation information for new employees and supports for leaders, will continue to ensure saturation remains high.

2.1.4. Demonstrate the value of RPL to residents, partners, and stakeholders

The success of promotional activities for RPL and its various offerings continued to improve. Overall, success of campaigns to reach their individual target audiences was at 83% in 2022 and climbed to 88% in 2023. Success rates are measured through evaluation of the degree to which individual campaigns are viewed by their target audiences in relation to the budget and breadth and depth of each campaign. Each campaign is assigned a grade, grades are compiled, and a yearly average is assigned.

The 5% improvement in 2023 is attributed to a number of factors, particularly efficiencies and improvements in processes such as:

- more scrutiny of previous outcomes to eliminate future needless time and costs;
- increased analysis of audiences to ensure strategic placement of messaging;
- increased number of in-house tools used to promote, including Discover RPL, a newsletter introduced in late 2023;
- the creation of materials for RPL partners to achieve better saturation of target audiences; and
- improved communication with internal partners about how best to promote offerings.

In 2023, a stakeholder engagement strategy was created to support RPL administration and the Board of Directors in engaging stakeholders regarding the Central Library Renewal project. Initial research and discovery work was completed in late fall. Execution of the plan will begin in early 2024.

RPL was pleased with its outcomes in 2023 and how our internal efficiencies and improvements resulted in better outcomes in our advertising goals. In 2024, we intend to fine-tune these activities and concentrate on equipping RPL staff with materials to better represent and promote the library in the community.

2.1.5. Advance and diversify fund development

The past year marked significant strides to advance and diversify RPL fund development. Opportunities for donor support were divided into individual streams; donations can now be directed to Programming, Collections, Services, and the Dunlop Art Gallery/RPL Film Theatre. Specific programs/projects within these areas received case-by-case donations as well, such as a multi-year commitment from an anonymous donor for the pilot program "GrandPals at the Library," an inter-generational buddy program launched in 2023. Unrestricted donations, also referred to as donations to Library's Area of Greatest Need, were allocated to the Central Library Development Reserve per the RPL Reserves Policy. Advancing and diversifying fund development is a sustainable strategy for financial stability in RPL's future.

Revenue diversification poses a distinct challenge for RPL, given our commitment to meeting varied community needs through a wide array of offerings. Securing funding for specific initiatives demands a well-defined vision, detailed plans for effective engagement with potential funders, and adequate time in the planning and engagement cycle. The dynamic nature of our organizational priorities adds inherent complexity to this process.





1.1.1. Develop leadership capacity

RPL is committed to developing leadership capacity in our staff, allowing us to achieve our strategic purpose both now and into the future. RPL requires leaders who embody our brand personality; who inspire and coach teams to be knowledgeable, empathetic, and user-focused; and who are prepared to take on roles with greater responsibility as opportunities arise. In 2023, we revised performance planning and reviewed documents for out-of-scope staff to reflect specific leadership skills; introduced a self-assessment tool to determine areas of strength and areas of focus; and developed guidelines for approval of professional opportunities. The leadership team worked together on developing a deeper understanding of the inter-relatedness of culture, brand, the RPL Experience, and organizational values.

Leadership Essentials training will be offered to all staff in leadership roles in 2024, and we will continue to build competencies – the skills and behaviours required for successful job performance – into human resources tools, processes, and training.

1.1.2. Facilitate an environment of purpose and shared success

RPL strives to ensure staff are prepared, engaged, and accountable, and to create a workplace that is welcoming and respectful. An internal staff survey was initiated again in 2023 and results exceeded expectations. For example, the percentage of staff who agreed with the following statements increased by more than 5% over 2022:

- I have the opportunity to develop at RPL;
- I am comfortable sharing opinions with my manager; and
- I have access to everything I need to perform to the best of my ability.

Both the percentage of staff who indicated positive feelings about working at RPL on a typical day and the percentage of staff likely to recommend RPL as an employer to friends and/or family also increased.

RPL cross-unit teams initiated work on a staff recognition policy with accompanying guidelines and a new intranet, which will become a hub for RPL workplace information. Work and implementation of both will continue in 2024.

The 2023 Staff Development Day focused on Truth and Reconciliation, RPL's brand personality traits, and the RPL Experience. We also offered targeted staff training throughout 2023 on critical topics, such as de-escalation in frontline customer interactions.

1.1.3. Embed Equity, Diversity, and Inclusion throughout the organization

RPL continues to support staff development in the key areas of equity, diversity, and inclusion for consideration in the workplace and with library customers. RPL worked with local organization Caring Hearts to develop library-specific trauma-informed training for all RPL employees to provide a foundation of understanding that all individuals come with their own perspectives informed by cultural contexts and lived experience – including trauma – and takes an empathy-centred approach rooted in cultural sensitivity and empowerment.

1.1.4. Engage all staff in building a customer-centred environment

A new in-depth customer service training module was added to the orientation package for all new RPL employees. Leaders and current staff were also encouraged to view the module.

Utilizing cross-unit teams for projects such as this led to stronger collaboration across work units. Other examples include the RFID implementation project (discussed in Strategic Initiative 3.1.1) and regular consultation with our Workplace Culture Group, which is a cross-unit group whose objective is to provide feedback on how we can improve workplace culture. We will move forward in 2024 with an advanced Customer Service training module.

1.1.5. Ensure public accountability in governance practices

In 2023, the Board conducted an evaluation to determine the knowledge, skills, and interests in development for each board member. The results revealed a need for further governance, media relations, and government relations training on the Board. In the spring, a governance training session for the Board and RPL's Executive Leadership Team helped to clarify RPL's approach to governance. As the Board represents the public, knowing these boundaries well allows the Board to lead the organization and make decisions with confidence. Development continued with training on media and government relations in the fall, both of which will be relevant to the Board's major priority to renew Central Library. Finally, the Board's Governance Policy was reviewed in sections throughout 2023, and a new Conflict of Interests for Board Members policy was introduced to ensure the decisions of the Board remain independent from other personal or business interests.



Serving Regina Every Day

Central Library, Branches, and Service Points

RPL's physical branches serve as important gathering places for the neighbourhoods within our community. Through our branches and Central Library, RPL offers a number of recreational, special interest, and community events that bring people together for shared experiences.

Branches provide many things for our customers, and access to our extensive physical collections of materials, from books to video games, is only the tip of the iceberg. Children's play areas, bookable meeting rooms, computers, and professional-quality sound recording studios are just a few more. Our welcoming, enthusiastic staff can help you find the information or entertainment that you need – or even help you use your smartphone.

Branch libraries are one of the few remaining spaces where people can hang out free of charge. They are the community living room; meaningful places where we can be ourselves and have the freedom and the resources to become better versions of ourselves.



Central Library

Central Library is the hub for the entire library system and houses a large portion of our collections, centralized services, and core administrative functions. Books and materials are sorted at Central and make their way to and from our branch libraries and across the provincial system.

A central library is more than just a structure. It is a common gathering place that unites communities and cultures. It represents a city's character, its aspirations, and its commitment to the future. It should be a source of pride for the community.

Regina's Central Library averages about 400,000 visits per year from all corners of the city, and all walks of life.

There is no typical day at Central: there might be Indigenous dancers and drummers performing; or a counsellor offering free mental health supports; or a lawyer offering free legal advice.

There might be a screening of local filmmakers' work, a local band recording a new song, or entrepreneurs learning how to start a business.

There are no typical customers, but many reasons to visit Central. Regina's newcomers are thrilled by the free resources available. Families love the children's area. Downtown workers stop in over lunch. People stroll through the Dunlop Art Gallery, and others simply enjoy the chance to get out and be around others.

Central Library is a destination attraction in Regina. It offers year-round events and engagements for the community to discover, learn, and connect. For example, Central provides significant opportunities to celebrate local arts and culture, through events such as 2023's Regina Symphony Orchestra's free music Sundays; and programs such as Music on the Mezzanine and the Sidewalk Music Series, which provide opportunity to hear local artists.

The high visitor count observed at Central in 2023 supports the effort of all stakeholders to revitalize Regina's downtown: the more people are drawn to the area, the more activity and engagement will thrive, and the safer downtown will become.

While circulation (i.e., items checked out and renewed) at Central is lower than at RPL's largest suburban branches, public computer usage surpasses usage at other locations, demonstrating that Central Library plays an instrumental role in closing the digital divide for those who do not have individual access to physical computers and internet.

While RPL has programs and services that are accessible online, the physical building and in-person programs and services are still vitally important. Observational tracking conducted throughout the year by library staff indicates that 90% of visitors at Central Library are engaged in using physical resources that can only be accessed in-person, including computers, phones, programs, and services – both programs and services offered by RPL and those offered through partners, primarily in the Community Commons.

This library location is the host to the Community Commons, which opened in September 2022. The usage and programming model for this space is primarily based on partnerships with community organizations to create access to community resources, such as SaskTel Pioneers Tax Volunteers, Regina Native Outreach Ministry, and Thrive Rapid-Access Counselling. As community needs change, we have the flexibility to work with different partners to connect people to resources they need. The Community Commons space continued to meet outcomes and exceed visitor targets in 2023, with a total of just over 37,000 visitors, an average of about 100 visitors per day.

The Digital Media Studio's (DMS) Central Library location continues to be well utilized. The DMS provides access to specialized hardware, equipment, software, and expertise to enhance digital literacy skills. Customers can explore, collaborate, and learn about digital media and create professional-quality audio and video productions. The recording studio remains the main draw at the DMS, booked at 90% capacity in 2023. Expanded workshop offerings aimed at basic equipment skills for all ages achieved full registration.



Branches: Highlights

Albert Branch celebrated its 110th anniversary in 2023. Located at māmawēyatitān centre, the branch moved from its original location in 2017 to better support the community with māmawēyatitān partners. The anniversary was observed with a partnered event between the library, the Saskatchewan Roughrider Foundation, and the City of Regina. The celebration brought over 1,000 community members into the branch to enjoy face painting, games, crafts, drumming, and a community BBQ. It was a welcome opportunity for North Central residents to come together in recognition of their community and library. Albert continued to support the Community Bookshelf project in providing books to the Street Workers Advocacy Project (SWAP), Four Directions Health Clinic, Circle Project, Indigenous Christian Fellowship, and North Central Family Centre. A total of 2,400 items were distributed in 2023, over half of which were juvenile or children's materials such as picture books, board books, and novels. Feedback about the program has been positive; we will monitor and evaluate this program and will consider expansion in the future.



Children's books are very popular and empty off the shelves quickly. Thank you for continuing to help us here at Four Directions providing for folks that come through our door.

- Trenton Leggott, 4 Directions Health Clinic

Children's programs continue to be a significant draw at **Connaught Branch**. For its small service area relative to other branches, sessions such as Mainly Mother Goose (RPL's ongoing program for babies and caregivers) are well attended in comparison to other branches with larger catchments, demonstrating the Cathedral neighbourhood's strong interest in its library.

Annual participation in the Cathedral Arts Festival drew about 1,200 people to Connaught in May. The branch also opened an extra evening during the festival to host a local author event, demonstrating our commitment to collaboration with our community.

I live in the area and rely on Connaught Branch for lots! We come to programming 1x a week and utilize the library lots. Mother Goose is a fabulous program. Maternity leave can be very isolating, and it's great to come out. It's also very hard to access free children's programs – the library is invaluable! Favourite aspect is the multiple times offered (for MMG). Babies / kids change lots, naps change, moods change, so it's lovely to have multiple options / flexibility.

- Customer program evaluation feedback form

George Bothwell Branch is located in the south end of Regina at the Southland Mall. One of RPL's largest branches, RPL undertook a space optimization project at George Bothwell Branch in December 2023, increasing the visibility of the collection near the mall entrance, increasing the collection size, and providing more space for children and families to stay and play. These changes were in response to feedback from customers, internal focus groups, circulation data, and observational studies.

The project also revealed a demand for single-use study spaces, which led to the addition of two bookable seminar rooms, three additional stand-alone study pods, and café seating to increase study and work options.

To date, anecdotal feedback from staff and customers has been positive: customers particularly enjoy the increased usage of the physical space by the mall entrance; the expanded collection; and the children's area, which is consistently busier, with families spending more time at the branch engaging in interactive play.

Glen Elm Branch is located in an area of the city with a considerable newcomer population that relies on the library for access to technology, entertainment, and other resources.

In December, the Regina Symphony Orchestra (RSO) performed for the first time at Glen Elm Branch and drew a large and diverse audience. Based on this success we will continue to host the RSO in this location.

On-site counselling, in partnership with Family Service Regina, was expanded to Glen Elm Branch along with three other RPL locations in 2023.



These free one-on-one sessions provide mental health support for anyone living in Saskatchewan. Family Service Regina counsellors are available for 60-minute conversations to help with concerns like anxiety, depression, addictions, stress, grief, relationship conflict, parenting, and other life changes.

Prince of Wales Branch also observed its 110th anniversary in 2023; the anniversary event brought the local community together to celebrate and share memories and stories of the branch.

Middle school aged youth visit this branch frequently, and sometimes interactions between youth and library staff can be challenging. With that in mind, staff piloted a “Question of the Day” after-school snack program in 2023, which encouraged the kids to play games, read, and use the space for fun. Staff now see at least 30 kids every weekday afternoon with notably improved behaviour. We also continued to increase attendance at school visits and partnered Family Wellness Centre events.

Sunrise Branch continues to shine in its offerings for children. About 211,000 children’s materials were borrowed from Sunrise Branch in 2023, making it the branch with the highest rate of circulation for these materials.

New features at Sunrise in 2023 included a new interactive gaming station for families and new shelving in the children’s area, which opened space for play and improved sightlines. Formal evaluation is pending as these changes are recent, but anecdotal feedback from staff and customers is already notably positive.

Sherwood Village Branch’s National Day for Truth and Reconciliation programming drew some of

the branch’s largest crowds in 2023. Activities included a powwow dance and an Indigenous storyteller. Plans are coming together to offer more Indigenous programming throughout the year in 2024.

The branch also held a popular Diwali celebration in October in recognition of the local community’s diversity.

2023 was the first year that the Self-Serve Sound Studio was available at Sherwood. This extension of the Digital Media Studio services was featured in several branch community events and programs. While the use of this service has been lower than expected to date, customer feedback has been positive. In 2024, we will prioritize evaluation of both DMS locations (at Central Library and at Sherwood Village Branch) to inform future services.

“The DMS sound booths are like heaven to me.”

**- Sherwood Village Branch
DMS customer feedback**

Attendance at **Regent Place Branch** programming exceeded expectations in 2023. The branch added over 30 early literacy programs for children and 25 new adult programs. Overall, branch programs attendance increased by almost 500 participants.

Regent Place marked Islamic Heritage Month with a unique cultural display created in partnership with the Ahmadiyya Muslim Women’s Association – something the local community expressed appreciation for, as many are of that heritage.

Service Points

Library service points are any location that customers can access RPL materials or services, such as self-serve holds lockers, kiosks, joint locations with other groups, and other physical services and technologies. More RPL service points are possible in the future, and evaluation of that possibility is part of the Branch and Service Points Renewal Plan being developed in 2024.

In 2023, RPL launched a one-year pilot project with the **University of Regina's Dr. John Archer Library** to offer a stand-alone materials pickup location that isn't associated with a library branch.

The pickup location is inside the Archer Library at the university, where customers can retrieve their held materials and sign them out using RPL technology.

In its first eight months of service, 1,600 items were held for pickup at the new location. Customer feedback indicates that the service is easy to use and required no staff intervention.

Stand-alone materials pickup locations could provide a convenient alternative for customers who are unable to visit a branch location during open hours. We will continue to evaluate the pilot at the university and consider what further service points throughout Regina could benefit our customers.

This is a fantastic option for borrowing books. The convenience is much appreciated.

- service feedback form

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 rent them for a nominal fee.

These spaces are in high demand by our community: the number of bookings for meeting rooms in 2023 increased by 104% from 2022.

Location	Number of Rooms (Seating Capacity)	Cost for up to 3 hours of commercial use	Number of bookings in 2023*	Percentage increase from 2022
Central Library	3 (22 to 40 chairs)	\$15 to \$30	325	87%
Connaught Branch	1 (30 chairs)	\$30	56	155%
George Bothwell Branch	5 (4 to 60 chairs)	\$30	767	131%
Glen Elm Branch	2 (30 to 50 chairs)	\$30	207	74%
Regent Place Branch	3 (4 to 80 chairs)	\$45	420	158%
Sherwood Village Branch	1 (80 chairs)	\$45	112	81%
Sunrise Branch	2 (40 to 150 chairs)	\$30 to \$45	169	24%

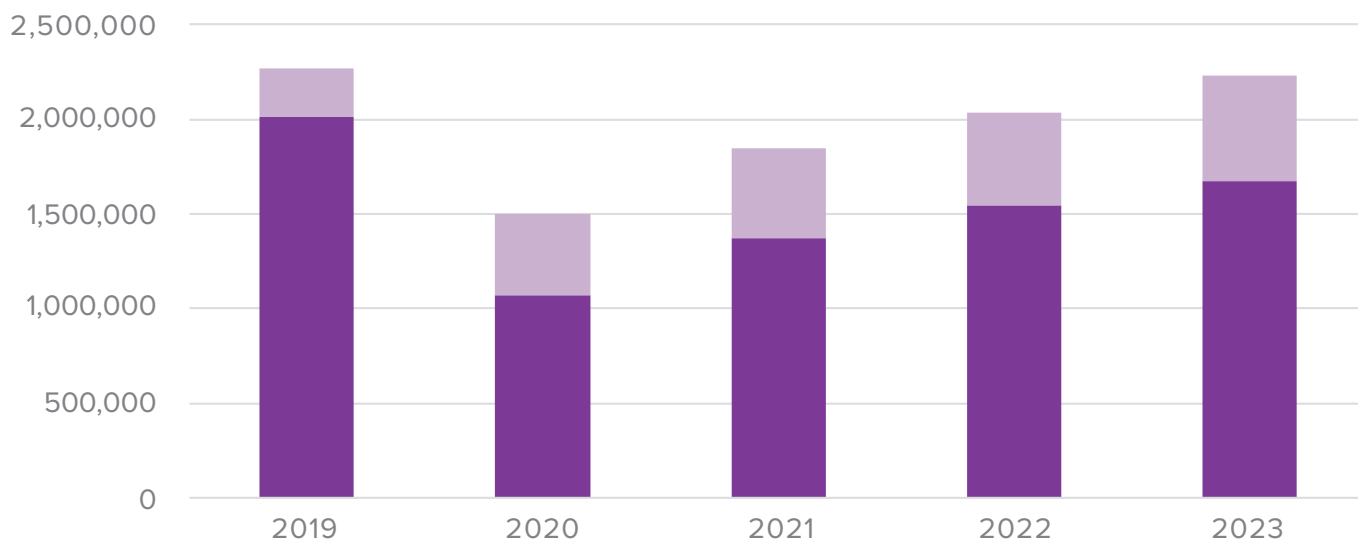
*Priority usage of meeting rooms is for RPL programming. The number of bookings here reflect room bookings for the remaining time available.

Print and Digital Collections

Like other libraries in Canada, use of RPL's physical collections continues to rise, and borrowing numbers have increased every year since 2020. We also continue to see significant increases in the use of our digital collections, with a 116% increase in use over the last four years.

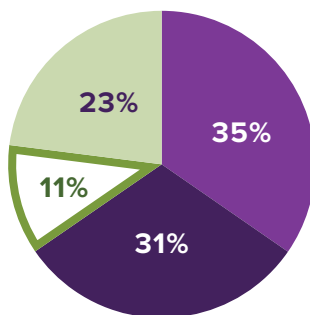
Where digital use in 2019 made up 11% of total circulation, in 2023, it rose to 25%. The largest uptake in digital use has been in audio-visual materials, where we see streaming services rapidly overtaking the use of music on CDs and movies on DVDs and Blu-rays.

TOTAL CIRCULATION



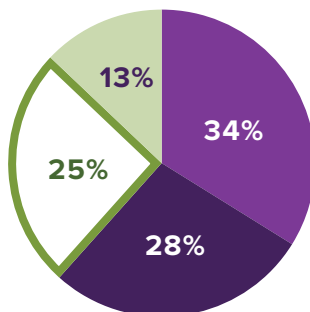
Print books continue to be very popular, particularly for children. There has also been a rapid uptick in the use of adult fiction in eBook and eAudiobook formats.

In 2024, RPL will continue building strong print collections that meet the diverse interests and needs of our community, as well as expanding and developing our digital footprint to reflect the surging customer interest. We plan to adjust our budgets to reflect declining interest in CDs and DVDs and devote more funds toward streaming services. It is important to note that digital collections cost the library significantly more money than their physical counterparts, so this shift may impact the overall size of the collection slightly.



2019 CIRCULATION

■ Juvenile/YA Print ■ Adult Print
□ Digital □ Audiovisual/Other



2023 CIRCULATION

■ Juvenile/YA Print ■ Adult Print
□ Digital □ Audiovisual/Other

Truth and Reconciliation Materials

We have updated the subject headings used in our catalogue to be more respectful of Indigenous peoples and their cultures. Older terms have been replaced with more appropriate, local naming conventions. The changes are part of a province-wide initiative that began with discussions with local Indigenous communities. We will continue to modify the catalogue to better represent the Indigenous community.

Materials in Languages Other than English

RPL collects materials in 12 languages other than French and English. The languages selected are based on 2021 census data for languages other than English spoken at home in Regina. As the population of the city grows and becomes more diverse, we continue to add new languages. In 2023, we began collecting Gujarati materials. We also made a significant investment in our Ukrainian collection to serve the needs of that rapidly-growing community. We will continue to monitor the demographics of the city and adjust the collections to match.

Unique Materials

RPL offers a rich array of non-traditional materials for our customers to borrow. These unique collections are often the result of partnerships with community organizations and they help meet Regina's diverse needs. A few examples include musical instruments, family language kits, Indigenous language kits, radon detectors, birding backpacks, park passes, and bicycle repairs kits.



Our Programming

RPL offered nearly 5,400 programs, with almost 112,000 participants over the course of 2023. Programs were held in person, online, or a combination of the two, as well as within other community spaces (e.g., educational institutions, supportive living centres, etc.).

RPL had moved to online programming through 2020 and 2021 but has seen a steady decline in average attendance in our online offerings since the end of the pandemic, suggesting that people are once again comfortable with in-person programs. In addition, many of our program presenters expressed a desire to return to delivering certain programs in-person, citing difficulties in engaging audiences online; a view that has also been confirmed in program participant feedback. As a result, we reduced the number of online programs in 2023 and will continue to monitor attendance and interest in order to offer programs through the channels that best reach our target audiences in 2024.

In 2024, RPL plans to assess and consider its programming strategy to support greater innovation in our offerings and better respond to the needs of the community.

Business Services

Business Outreach is a relatively new offering from RPL. RPL's Business Services Specialist visits individuals and organizations to offer business services and identify specific need. In 2022, we offered one business outreach activity, which reached an attendance of 24 people. In 2023, we offered eight business outreach activities that benefited more than 400 people. We will be expanding our business outreach in 2024 and partnering with more local agencies to grow our business services offerings.

In late 2023, RPL began to pilot the Acquisition Entrepreneurship Accelerator program to support Regina residents interested in acquiring and operating an established business – an act that has become an increasingly popular route to becoming a small business owner in Saskatchewan. This pilot, made possible by a \$10,000 donation, concluded in March 2024 and customers' business venture progress will be tracked for six months following the completion of the program. So far, we know that the program provided 10 participants with support in

developing a business plan, managing operations, legal due diligence, and more. The 10 participants provided positive feedback on the program.

In addition to broader business-oriented programming, RPL also facilitated several one-on-one career coaching sessions in 2023, leveraging the expertise of 11 volunteers who are highly experienced in career coaching. The goal is to improve relationships with and be more present in Regina's business community. At least 30 participants reportedly secured jobs with combined annual salaries of over \$1.4 million. These numbers are encouraging, and we will continue to facilitate these sessions. The program is one of our flagship business programs.

Newcomers

RPL continues to support newcomers in Regina every day and in all our branches. Library programs for newcomers are developed primarily through partnerships with other community organizations. For example, we have a very successful collaboration with the Ukrainian Canadian Congress to support newcomers to Regina learning valuable skills as varied as how to file a tax return and how to take care of your teeth.

In 2023, newcomers received help at our Thriving in Canada programs on a variety of subjects, including policing, looking for jobs, financial literacy, and more. A Surviving Canadian Winters program had hundreds of participants. RPL is also working as a foundational partner with the Regina Region Local Immigration Partnership (RRLIP) and other organizations on the ImmigrantsWork Project to promote the economic integration of newcomers to Regina. Plans are underway to enhance education and engagement around newcomer cultures, with more diverse cultural programs and events being offered at the library in 2024.

Literacy Services

The primary focus of the Literacy Services unit is to support English as an Additional Language (EAL) learners. In 2023 the unit saw the highest number of learners since 2018, which correlates to the overall increase in immigration to Saskatchewan in 2023. Through a donation from Saskatchewan Blue Cross, RPL was able to increase the range of health literacy programming available for newcomers, such as the Surviving Canadian Winters program. An Indigenous Cultural Awareness for Newcomers program was also available.



Dunlop Art Gallery

RPL's Dunlop Art Gallery (DAG) continued to see strong attendance and participation in 2023 after rapid growth in 2022. Overall, both gallery spaces (at Central Library and Sherwood Village Branch) served more than 24,000 customers. We saw a 34% growth in attendance at art programs and workshops, including art-making workshops such as mask-making to explore Indigenous identity, creating your own comic strips, and at events such as Nuit Blanche Regina, with 10,000 participants overall. These metrics indicate that we are on the right track, and we will use this information to inform 2024 programming.



One of the year's highlights was a new program series called *Open Mic: Peace and Power*, which launched in summer 2023 in collaboration with Central Library's Digital Media Studio. The event was created to provide a platform for youth in downtown Regina to share their voice, talents, and creative expression in a safe environment dedicated to self-empowerment. As a result of the high attendance observed in 2023, DAG plans to explore opportunities to expand programs such as *Open Mic: Peace and Power in 2024*. This will be undertaken through internal and external partnerships as well as sponsorships.



RPL Film Theatre

The Film Theatre continued to refine programming based on a community responsive approach. We implemented a major shift to show films that are covered under the license that public libraries have access to, as opposed to many first run commercial films for which we would have to pay individual licensing fees and would usually require us to charge admission. As a result, the RPL film theatre now shows mostly second-run films. Core programming rolled out in the fall now reflects the type of films that consistently attract higher attendance, including family features, cult classics, and a selection of newer-released (second run) mainstream film offerings.

Attendance since implementation now consistently surpasses average attendance from 2019 and prior when the Film Theatre operated as a more typical commercial first-run art-house cinema.

Community partnerships and special event screening events are also important to the success of the theatre. In 2023, partnered screenings of films such as *Bones of Crows* and *Little Birds* highlighted Indigenous filmmaking and were some of the top attended screenings. The new model implemented in 2023 resulted in a higher attendance per screening and higher overall attendance, as well as the ability to free up funds for other RPL initiatives.



Indigenous Services

In 2023, RPL introduced an Indigenous Services Strategy (ISS). The strategy outlines important initiatives to ensure culturally relevant and responsive library services for Indigenous peoples. These initiatives are meant to create culturally safe spaces for Indigenous peoples, to build relationships, and to preserve, protect, and promote Indigenous traditional ways of knowing.

RPL established its first Indigenous Storyteller in Residence program. This 10-week residency program provides opportunity for a local Indigenous storyteller to share Indigenous traditional knowledge and history through stories. It also offers one-on-one conversations with aspiring and established storytellers, as well as public storytelling sessions, workshops, school and community visits, and programs that focus on sharing Indigenous worldviews, history, and experiences.

The Indigenous Storyteller in Residence assists storytellers by providing:

- storytelling advice and suggestions;
- encouragement and support; and
- insight and assistance into the ethics of storytelling.

RPL's first storyteller was in residence in early 2024.

A National Day of Truth and Reconciliation keynote with Cadmus Delorme was held at Central Library. Other such events held at Central Library in 2023 include the Youth Connect Traditional Indigenous Teachings program and popular Métis beading circles. Feedback from these events are consistently positive.

Other initiatives implemented in 2023 under the ISS include, but are not limited to, the recruitment of Indigenous Staff and Indigenous Student Internship; improved treaty land acknowledgement by creating signage, and the creation of a simple, fun, interactive land acknowledgement verse for children; Treaty 4 and Métis Nation flags being placed in the Prairie History Room space; art by an Indigenous artist being purchased for our Sherwood Village Branch's refresh project; the creation and implementation of RPL's Indigenous Cultural Practices Policy and Procedure; and putting in place an Indigenous Voices Collection at all RPL locations to highlight and promote materials by and about Indigenous peoples and their culture.

We will continue to hold similar events, in 2024 and beyond, under the ISS.

2023 Financial Results

The following are explanations of RPL's financial position, including our revenue and expenses.

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

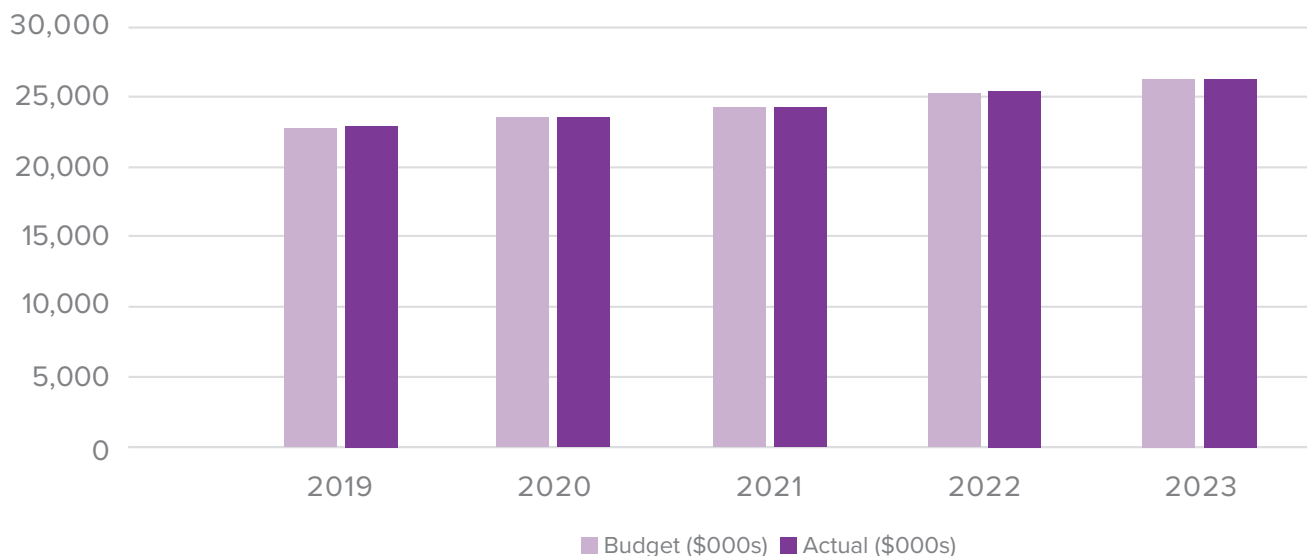
Total consolidated revenues for 2023 were \$28,936,000, which is 2.7% or \$756,000 more than budgeted.

The majority of RPL's revenue, 90.9% or \$26,303,000, comes from a tax levy and grants-in-lieu of taxes. 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 of taxes. 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 to RPL through the City.

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

TAX LEVY 2019-2023



	2019	2020	2021	2022	2023
Budget (\$000s)	22,677	23,629	24,253	25,300	26,217
Actual (\$000s)	22,819	23,598	24,290	25,345	26,303



In 2023, the actual tax levy and grants-in-lieu received were \$86,000 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 \$135,000 more in the tax levy. Additionally, supplementary taxes, budgeted at \$40,000 for the year, came in at \$72,000, resulting in higher revenue of \$32,000 than budgeted. Grants-in-lieu payments from the provincial and federal governments were lower by \$81,000.

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 2023, the province provided services agreement funding at \$628,000. 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. Provincial funding is not a significant source of funding for RPL; it represents only 2.2% of RPL revenues for 2023.

Total Donations for 2023 were \$78,000. This amount decreased compared to 2022 due to two large one-time donations in 2022. Undesignated donations and those directed to area of greatest need were allocated to the Central Library Development Reserve according to the Reserve Policy.

Some revenue received is recorded as grant revenue because of reporting requirements.

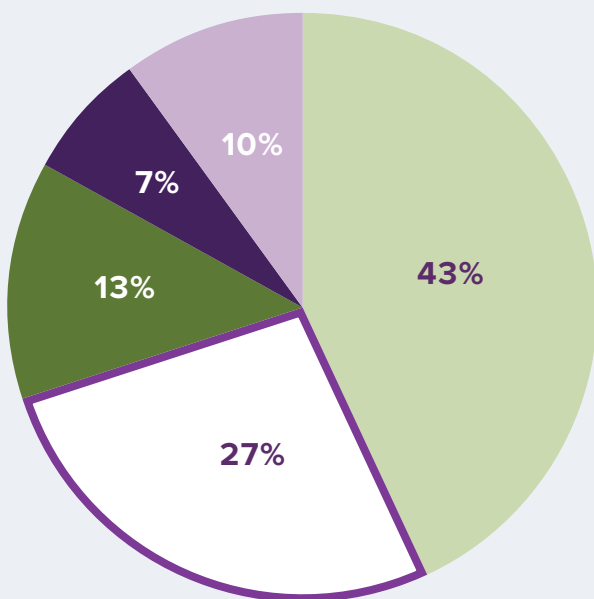
In 2023, RPL was fortunate to receive funds from Saskatchewan Blue Cross to support Health Literacy for Older Adults programming and SaskEnergy's 2023-24 Share the Warmth Grant Program for warm winter clothes. Funds were also received from the Ministry of Education to create Cree language bundles.

Interest Revenue accounted for \$1,195,000 in 2023, significantly higher than the \$402,000 budget and last year's interest income of \$668,000 due to higher interest rates.

Other Grants for 2023 were \$298,000, slightly above the \$271,000 budget for the year. The majority of the budgeted and actual amounts come from core funding of \$115,000 from SK Arts and \$120,000 from Canada Council for the Arts to support exhibitions for Dunlop Art Gallery.

Other Revenue of \$410,000 was slightly below the \$427,000 budgeted amount. Other revenue often consists of funds collected to offset the library's cost. For example, copier revenue mostly offsets the cost of leased photocopiers and paper in public areas. Amounts 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. Some revenue is generated by the sale of merchandise, used books, art catalogues and through room and art rental. Also, some Other Revenue is from SILS – an amount of \$202,000 – through the consolidation of 22% of SILS operations into RPL's financial statements.

Total expenses for 2023 were \$26,702,000, which is 2.1% less than budgeted expenses of \$27,272,000.



2023 EXPENDITURES BY FUNCTION

- Finance & Strategy, 7%
- Service Innovation, 13%
- Customer Experience, 27%
- Library Services, 43%
- Accretion, 0%
- Amortization, 10%
- Governance, 0%

Most expenses, 43.2% or \$11,540,000, 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 2.8% or \$318,000 over budget for the year. The majority of the variance is due primarily to being overbudget on salaries and benefits and an under-budgeted pilot with Family Service Regina for community support workers. The salary and benefits over budget amount is primarily due to part-time salaries. Part-time salaries are over budget due to a combination of high sick leave, "floating" or extra part-time positions added to help fill call-in shifts, and extra shifts scheduled for safety and training reasons.

The second largest category of expenses is for Customer Experience, and accounts for 26.4%

or \$7,036,000 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 8.4% or \$646,000 favourable to budget for 2023. The majority of the variance is due to overage related to the need for increased security offset by under expenditure on facility repair and maintenance. These repair and maintenance expenditures for Central Library were put on pause as a result of the decision in 2023 to explore the ability to move to a temporary location.

Service Innovation costs made up 13.1% or \$3,506,000 of expenditures and include salaries and benefits for Community Engagement and Programming, Information Technology, and Digital Service Innovation.

Service Innovation was 5.1% or \$188,000 under budget for 2023. This is primarily related to vacancies due to staff turnover.

Finance and Strategy costs made up 7.1% or \$1,884,000 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 9.2% or \$90,000 under budget for 2023. A positive variance in salaries due to vacancies is the primary reason for this underage.

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 0.4% or \$106,000 of expenditures. These include board honorariums, travel, directors' insurance, and any other costs associated with the board.

Accretion expense is \$21,000. This expense is the result of the 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 2023, the cost to remediate the asbestos was expected to increase by \$21,000 compared to 2022.

The \$21,000 accretion expense in 2023 means the cost to remove asbestos is now estimated at \$1,062,000 at the end of 2023. The liability, called the Asset Retirement Obligation (ARO), appears on RPL's Statement of Financial Position.

Amortization of RPL's capital assets accounted for 9.8% or \$2,609,000. 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 \$27,695,000 at the end of 2023, up from \$25,509,000 at the end of 2022. RPL's portion of the financial assets is \$27,021,000 while the SILS portion is \$674,000.

Most of the increase in financial assets is a result of the \$2,234,000 surplus in operations for RPL but an increase in accounts receivable also impacts the increase.

Financial liabilities decreased to \$3,986,000 at the end of 2023 compared to \$4,485,000 at the end of 2022. RPL's financial liabilities are \$3,857,000 while SILS liabilities amount to \$129,000.

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 components of accumulated surplus change each year based on the 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.

Non-financial Assets

Non-financial assets declined from 2022 to 2023, moving from \$15,068,000 to \$14,617,000. The decline is primarily because the value of RPL's tangible capital assets dropped by \$417,000. The amortization of the library's capital assets 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.

A mâmawêyatîtan centre Reserve was also created and funds were 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 reserve that is 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. 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 Fleet Reserve is used to smooth fluctuations in RPL's purchase of fleet vehicles.

The Dunlop Art Projects Reserve's purpose is 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 2023 with comparatives for 2022 is broken down as follows:

	2023 (000's)	2022 (000's)
Appropriated surplus:		
Operating reserve	\$ 1,841	\$ 1,767
Central Library development reserve	18,246	17,265
Branch Libraries development reserve	1,900	900
Building maintenance reserve	639	193
Shelving, Furniture & Equipment reserve	58	33
Technology reserve	1,173	1,145
mâdawêyatitân centre reserve	50	-
Fleet Reserve	137	107
Dunlop art projects reserve	109	159
SILS	585	228
	24,738	21,797
Obligations to be funded from future revenues:		
Employee benefits obligations	(555)	(586)
Investment in tangible capital assets	14,107	14,524
Unappropriated surplus	36	357
Accumulated surplus	\$ 38,326	\$ 36,092

The Operating Reserve now receives any funds that would have previously flowed to unappropriated surplus. In 2023, this amount was \$74,000.

The Central Library Development (CLD) reserve increased by \$981,000. Interest earned during

the year was allocated to this reserve as were any donations that were not designated to other funds. Also, as intended, some expenditures related to the investigation of a temporary relocation of Central Library were taken from this reserve.

The Branch Libraries Development (BLD) reserve has a balance of \$1,900,000 due to the transfer of unappropriated surplus funds of \$1,000,00 to this reserve in 2023, as per the 2023 budget.

The Building Maintenance reserve contains a balance of \$639,000 for 2023 as a result of the surplus in the system-wide repair and maintenance operating budgets. The increase of \$446,000 is due to \$100,000 budgeted transfer into this reserve to fund future expenditures and the under expenditure due to the budgeted repairs and maintenance expenditures for Central Library being put on pause due to the decision in 2023 to explore the ability to move to a temporary location.

The Shelving, Furniture, and Equipment reserve has a balance of \$58,000 at the end of 2023. The increase of \$25,000 is due to purchases for these assets being slightly under the 2023 budget and this amount was transferred to the reserve.

The Technology reserve grew by \$28,000 in 2023 to a balance of \$1,173,000. The 2023 budget had a transfer of \$950,000 from this reserve to fund the cost of implementing RFID and AMH. However, the AMH work will occur in 2024 and, perhaps, 2025; therefore, there was a large underspend for 2023. Any under expenditure in the annual Information Technology and Digital Services Innovations capital budgets are transferred to this reserve. The net of these activities was transferred to this reserve.

The Fleet Reserve increased by \$30,000, from \$107,000 at the end of 2022 to \$137,000 at the end of 2023. Each year, there is a \$30,000 budgeted addition to this reserve to fund future vehicle purchases.

The Dunlop Art Projects Reserve was drawn down by \$50,000 as the Dunlop Art Gallery enhanced its exhibition programming and outreach in 2023 and was, in part, a response to the reduced operations of the gallery during the pandemic.

The SILS reserve grew by \$357,000. 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 \$2,941,000 to \$24,738,000.



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 2023, the employee benefits obligations decreased to \$555,000 from \$586,000 at the end of 2022, 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 \$14,107,000 reflect a decrease of \$417,000 from 2022. As discussed above, this decrease is mostly due to the amortization of the library's capital assets being greater than purchases.

Unappropriated surplus declined from \$357,000 in 2022 to \$36,000 in 2023, reflecting SILS transfer to the SILS Reserve in 2023. The \$36,000 is RPL's share of SILS' unappropriated surplus.



Consolidated Financial Statements

Regina Public Library Board
December 31, 2023

Independent Auditor's Report

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, 2023, 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, 2023, 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.

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.

MNP LLP

Suite 900 Royal Bank Building, 2010 - 11th Avenue, Regina SK, S4P 0J3

1.877.500.0780 T: 306.790.7900 F: 306.790.7990



MNP.ca

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 26, 2024

MNP LLP

Chartered Professional Accountants

MNP

REGINA PUBLIC LIBRARY BOARD

Consolidated Statement of Financial Position

As at December 31, 2023

(000's)

	2023	2022
FINANCIAL ASSETS		
Cash (Note 4)	\$ 10,448	\$ 6,050
Accounts receivable	1,885	1,113
Investments (Note 5)	15,362	18,346
	27,695	25,509
FINANCIAL LIABILITIES		
Accounts payable and accrued liabilities	2,022	2,441
Deferred revenue	116	137
Asset Retirement Obligation (Note 8)	1,062	1,041
Employee benefits obligations (Note 6)	786	866
	3,986	4,485
Net financial assets	23,709	21,024
NON-FINANCIAL ASSETS		
Tangible capital assets (Note 7)	14,107	14,524
Prepaid expenses	510	544
	14,617	15,068
Accumulated surplus (Note 9)	\$ 38,326	\$ 36,092

See accompanying notes

 e-Signed by Marj Gavigan Gavigan
2024-03-26 19:54:08:08 CST

Director

 e-Signed by Jumoke oni
2024-03-26 19:43:24:24 CST

Director

REGINA PUBLIC LIBRARY BOARD

Consolidated Statement of Operations and Changes in Accumulated Surplus

Year ended December 31, 2023

(000's)

	2023 Budget	2023	2022
REVENUE			
City of Regina tax levy	\$ 24,642	\$ 24,809	\$ 23,817
Grants-in-lieu of taxes	1,575	1,494	1,528
Provincial services agreement	613	628	614
Donations	250	78	186
Interest	402	1,195	668
Other grants	271	298	426
Other revenue	427	410	403
Gain on disposal of tangible capital assets	-	24	-
	28,180	28,936	27,642
EXPENSES (Note 14)			
Library services	11,222	11,540	10,940
Customer Experience	7,682	7,036	7,075
Service Innovation	3,694	3,506	3,000
Finance & Strategy	2,074	1,884	1,862
Governance	96	106	59
Accretion	-	21	20
Amortization	2,504	2,609	2,743
	27,272	26,702	25,699
Surplus	908	2,234	1,943
Accumulated surplus, beginning of year		36,092	34,149
Accumulated surplus, end of year		\$ 38,326	\$ 36,092

See accompanying notes

REGINA PUBLIC LIBRARY BOARD

Consolidated Statement of Change in Net Financial Assets

Year ended December 31, 2023

(000's)

	2023	2022
Surplus	\$ 2,234	\$ 1,943
Acquisition of tangible capital assets	(2,192)	(2,310)
Amortization of tangible capital assets	2,609	2,743
Proceeds on sale of tangible capital assets	24	-
Gain on disposal of tangible capital assets	(24)	-
Write down of tangible capital assets	-	69
	417	502
Acquisition of prepaid expenses	(510)	(544)
Use of prepaid expenses	544	413
	34	(131)
Increase in net financial assets	2,685	2,314
Net financial assets, beginning of year	21,024	18,710
Net financial assets, end of year	\$ 23,709	\$ 21,024

See accompanying notes

REGINA PUBLIC LIBRARY BOARD

Consolidated Statement of Cash Flows

Year ended December 31, 2023

(000's)

	2023	2022
OPERATING ACTIVITIES		
Surplus	\$ 2,234	\$ 1,943
Add back non-cash items:		
Amortization of tangible capital assets	2,609	2,743
Gain on disposal of tangible capital assets	(24)	-
Write down of tangible capital assets	-	69
Changes in non-cash working capital items:		
Increase in accounts receivable	(772)	(461)
Decrease (increase) in prepaid expenses	34	(131)
(Decrease) increase in accounts payable and accrued liabilities	(419)	174
(Decrease) increase in deferred revenue	(21)	38
Increase in ARO liability	21	20
Decrease in employee benefits obligations	(80)	(61)
Cash provided by operating activities	3,582	4,334
CAPITAL ACTIVITIES		
Acquisition of tangible capital assets	(2,192)	(2,310)
Proceeds on sale of tangible capital assets	24	-
Cash applied to capital activities	(2,168)	(2,310)
INVESTMENT ACTIVITIES		
Decrease (increase) in investments	2,984	(18,346)
Cash provided by (applied to) investment activities	2,984	(18,346)
Increase (decrease) in cash and cash equivalents	4,398	(16,322)
Cash and cash equivalents, beginning of year	6,050	22,372
Cash and cash equivalents, end of year	\$ 10,448	\$ 6,050

See accompanying notes

REGINA PUBLIC LIBRARY BOARD

Notes to the Consolidated Financial Statements

Year ended December 31, 2023

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.

REGINA PUBLIC LIBRARY BOARD

Notes to the Consolidated Financial Statements

Year ended December 31, 2023

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 mâdawêyatitân centre. In the current year, the Library's share of SILS was 21.62% (2022 – 21.63%) and of mâdawêyatitân centre was 5.79% (2022 – 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, 2023

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
Technology	5 years
Land improvements	20 years
Library Materials	8 years
Shelving	25 years
Fleet	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, 2023. 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, 2023

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 SK Arts is made up of a combination of Lottery and non-Lottery funding. This is made possible through the Partnership Agreement between SK Arts 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 SK Arts 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, 2023

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.

3. CHANGE IN ACCOUNTING POLICY

The Library adopted the following standards and amendment, effective January 1, 2023. Adoption of these accounting policies had no effect on the Library's financial statements.

PS 1201 Financial Statement Presentation
PS 2601 Foreign Currency Translation
PS 3041 Portfolio Investments
PS 3450 Financial Instruments (Amendment)

REGINA PUBLIC LIBRARY BOARD

Notes to the Consolidated Financial Statements

Year ended December 31, 2023

4. CASH

	2023 (000's)	2022 (000's)
Cash	\$ 10,140	\$ 5,761
SILS cash (restricted)	308	289
	\$ 10,448	\$ 6,050

The Library has an authorized line of credit available to a maximum amount of \$500,000 (2022 - \$500,000). The Library did not draw on these funds during the year (2022 - \$nil).

Funds are invested in an interest-bearing account earning interest at a rate of CIBC Monthly Average Prime (MAP) less 2.50% on balance \$0.00 - \$999,999.99 and CIBC MAP less 1.50% on balance \$1,000,000 and over (2022 – MAP less 1.50%).

REGINA PUBLIC LIBRARY BOARD

Notes to the Consolidated Financial Statements

Year ended December 31, 2023

5. INVESTMENTS

	2023 (000's)	2022 (000's)
GIC's	\$ 15,000	\$ 18,000
SILS investment	362	346
	\$ 15,362	\$ 18,346

The Library investment consists of a guaranteed investment certificate (GIC) that is fixed term and non-redeemable with an interest rate of 4.25% and a maturity date of July 4, 2024. The amount is 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 extrapolation of vested sick leave and severance payments was completed using the benefit method at December 31, 2023. The actuarial extrapolation 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 3.8% (2022 – 4.1%). 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, 2023

6. EMPLOYEE BENEFITS OBLIGATIONS (continued)

The Library's accrued employee benefits liability and benefits plan expense are disclosed below:
The obligation amount of \$555,000 (2022 - \$586,000) is unfunded and will be paid from future revenues.

Accrued benefits liability	2023 (000's)	2022 (000's)
Accrued benefits obligation, beginning of year	\$ 586	\$ 791
Current period benefit cost	28	49
Interest on accrued benefit obligation	24	15
Experience gain	(10)	(172)
Less: benefits paid	(73)	(97)
Accrued benefit obligation, end of year	555	586
Unamortized net actuarial gain	231	280
Accrued benefits liability, end of year	\$ 786	\$ 866
Employee benefits related expense	2023 (000's)	2022 (000's)
Benefit expense		
Current period benefit cost	\$ 28	\$ 49
Amortization of net actuarial gains	(59)	(28)
Total benefit expense	(31)	21
Interest expense		
Interest cost on accrued benefit obligations	24	15
Total benefit plan related expense	\$ (7)	\$ 36

Actual benefits payments for the year were \$73,000 (2022 - \$97,000).

REGINA PUBLIC LIBRARY BOARD
Notes to the Consolidated Financial Statements
Year ended December 31, 2023

7. TANGIBLE CAPITAL ASSETS

Tangible capital assets consist of the following:

Tangible capital assets consist of the following:

	2023 (000's)	2022 (000's)
Buildings and leasehold improvements	\$ 5,091	\$ 5,356
Construction in progress	2	-
Furnishings and information technology	1,833	2,040
Land	329	329
Land improvements	121	134
Library Materials	6,080	6,067
Shelving	556	481
Vehicles	95	117
	\$ 14,107	\$ 14,524

Tangible capital asset cost:

	Beginning of Year (000's)	Additions (000's)	Disposals and Write Downs (000's)	End of Year (000's)
2023				
Buildings and leasehold improvements	\$ 15,444	\$ 55	\$ -	\$ 15,499
Construction in progress	-	2	-	2
Furnishings and information technology	4,425	487	965	3,947
Land	329	-	-	329
Land improvements	230	-	-	230
Library Materials (Note 16)	12,239	1,544	1,449	12,334
Shelving	1,032	104	105	1,031
Vehicles	278	-	28	250
2023 Totals	\$ 33,977	\$ 2,192	\$ 2,547	\$ 33,622
2022 Totals	\$ 34,247	\$ 2,310	\$ 2,580	\$ 33,977

REGINA PUBLIC LIBRARY BOARD

Notes to the Consolidated Financial Statements

Year ended December 31, 2023

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)
2023				
Buildings and leasehold improvements	\$ 10,088	\$ 320	\$ -	\$ 10,408
Furnishings and information technology	2,385	694	965	2,114
Land improvements	96	13	-	109
Library Materials	6,172	1,531	1,449	6,254
Shelving	551	29	105	475
Vehicles	161	22	28	155
2023 Totals	\$ 19,453	\$ 2,609	\$ 2,547	\$ 19,515
2022 Totals	\$ 19,221	\$ 2,743	\$ 2,511	\$ 19,453

The Library purchased and expensed works of art of \$3,000 during the year (2022 - \$3,500).

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 2023 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, 2023

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:

	2023 (000's)	2022 (000's)
Appropriated surplus:		
Operating reserve	\$ 1,841	\$ 1,767
Central Library development reserve	18,246	17,265
Branch libraries development reserve	1,900	900
Building maintenance reserve	639	193
Shelving, Furniture & Equipment reserve	58	33
Technology reserve	1,173	1,145
mâdawêyatitân centre reserve	50	-
Fleet reserve	137	107
Dunlop art projects reserve	109	159
SILS	585	228
	24,738	21,797
Obligations to be funded from future revenues:		
Employee benefits obligations	(555)	(586)
Investment in tangible capital assets	14,107	14,524
Unappropriated surplus	36	357
Accumulated surplus	\$ 38,326	\$ 36,092

REGINA PUBLIC LIBRARY BOARD

Notes to the Consolidated Financial Statements

Year ended December 31, 2023

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)
2024	\$ 346	\$ 221	\$ 581	\$ 1,148
2025	350	221	48	619
2026	356	221	34	611
2027	356	110	21	487
2028	356	-	-	356
Total payments	\$ 1,764	\$ 773	\$ 684	\$ 3,221

REGINA PUBLIC LIBRARY BOARD

Notes to the Consolidated Financial Statements

Year ended December 31, 2023

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:

	2023 (000's)	2022 (000's)
Statement of Financial Position		
Financial assets	\$ 3,167	\$ 3,001
Financial liabilities	650	621
Net financial assets	2,517	2,380
Non-financial assets:		
Prepaid expenses	355	325
Accumulated surplus	\$ 2,872	\$ 2,705
Statement of Operations		
Revenue	\$ 1,406	\$ 1,346
Expenses	1,239	1,177
Surplus	\$ 167	\$ 169

REGINA PUBLIC LIBRARY BOARD

Notes to the Consolidated Financial Statements

Year ended December 31, 2023

11. INVESTMENT IN GOVERNMENT PARTNERSHIPS (continued)

The financial statements shown are proportionately consolidated with the Library financial statements at 21.62% (2022 – 21.63%) representing the Library's interest in SILS. After eliminating inter-company transactions, the following amounts have been included in the consolidated financial statements:

	2023 (000's)	2022 (000's)
Statement of Financial Position		
Financial assets	\$ 674	\$ 638
Financial liabilities	129	123
Net financial assets	545	515
Non-financial assets:		
Prepaid expenses	76	70
Accumulated surplus	\$ 621	\$ 585
Statement of Operations		
Revenue	\$ 247	\$ 235
Expenses	211	209
Surplus	\$ 36	\$ 26

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, 2023, SILS plans to continue operations for the foreseeable future.

REGINA PUBLIC LIBRARY BOARD

Notes to the Consolidated Financial Statements

Year ended December 31, 2023

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 māmawêyatitân 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 māmawêyatitân centre is as follows:

	2023	2022
	(000's)	(000's)
Tangible Capital Assets	\$ 32,679	\$ 33,778
Statement of Operations		
Revenue	\$ 17	\$ -
Expenses	833	850
(Deficit)	\$ (816)	\$ (850)

REGINA PUBLIC LIBRARY BOARD

Notes to the Consolidated Financial Statements

Year ended December 31, 2023

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 (2022 – 5.79%) and 5.7% of operating revenue and expenses (2022 – 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:

	2023 (000's)	2022 (000's)
Tangible Capital Assets	\$ 1,892	\$ 1,956
Statement of Operations		
Revenue	\$ 1	\$ -
Expenses	126	135
(Deficit)	\$ (125)	\$ (135)

Included in the Library's partnership share of expenses is amortization relating to the māmawēyatitān centre building for \$68,015 (2022 – \$76,864).

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% (2022 – 8.8%) of their earnings below the CPP maximum and 13.1% (2022 - 13.1%) of earnings above the CPP maximum. The Library contributed 9.8% (2022 - 9.8%) of their earnings below the CPP maximum and 14.6% (2022 – 14.6%) of earnings above the CPP maximum.

REGINA PUBLIC LIBRARY BOARD

Notes to the Consolidated Financial Statements

Year ended December 31, 2023

12. PENSION AND BENEFIT PLANS (continued)

The financial statements as at December 31, 2022 indicate the plan had a surplus of net assets available to pay accrued pension benefits of \$65,531,000 (2021 - 201,920,000). 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 \$1,191,000 (2022 - \$1,102,000) 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, 2022 indicate a surplus of net assets available for benefits of \$26,833,000 (2021 - \$32,221,000).

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 (2022 - 0.46%). The Library recorded disability premium costs of \$51,000 for the year (2022 - \$48,000).

REGINA PUBLIC LIBRARY BOARD

Notes to the Consolidated Financial Statements

Year ended December 31, 2023

14. EXPENSES BY OBJECT

	2023 Budget (000's)	2023 (000's)	2022 (000's)
Wages, benefits and honoraria	\$ 15,820	\$ 15,625	\$ 14,493
Purchased goods and services	8,938	8,423	8,428
Interest	10	24	15
Accretion	-	21	20
Amortization	2,504	2,609	2,743
	<u>\$ 27,272</u>	<u>\$ 26,702</u>	<u>\$ 25,699</u>

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, 2023

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

	2023 Budget (000's)	2023 (000's)	2022 (000's)
Books	\$ 1,208	\$ 1,286	\$ 1,240
DVDs	245	213	258
Sound recordings	60	45	49
	<u>\$ 1,513</u>	<u>\$ 1,544</u>	<u>\$ 1,547</u>

Purchases of serials/periodicals of \$108,000 (2022 - \$103,000) and digital content of \$1,148,000 (2022 - \$1,118,000) were expensed during the year.

REGINA PUBLIC LIBRARY BOARD

Notes to the Consolidated Financial Statements

Year ended December 31, 2023

17. CONTRACTUAL RIGHTS

The Library has signed agreements with SK Arts and Canada Council for the Arts 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>
2024	237,880
2025	120,000

18. COMPARATIVE FIGURES

Certain comparative figures have been reclassified to conform with current year's presentation.

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 seven 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 and CEO.

Board of Directors

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.

2023 Board of Directors



Marj Gavigan
Chair
Continuing



Cheryl Zankl
Vice Chair
Continuing



Mayor Sandra Masters
Continuing



Councillor John Findura*



Olajumoke Oni
Continuing



Cindy Kobayashi
Continuing



Carly Romanow
Appointed 2023



Kristi Yee
Appointed 2023



Piper New
Appointed 2023

**Councillor Bob Hawkins appointed to City Councillor role effective November 2023*

Senior Leadership Team

Jeff Barber, Library Director and CEO

Amber Christensen, Executive Director, Central Library

Kimberley Hintz, Executive Director, Branch Libraries

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





