

ANNUAL REPORT 2024





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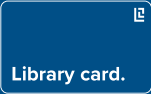
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Year-at-a-Glance

13,603

NEW LIBRARY CARDS ISSUED

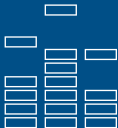
DOWN 5% FROM LAST YEAR



2,860

DIGITAL MEDIA STUDIO BOOKINGS

CENTRAL & SHERWOOD VILLAGE BRANCH
UP 43% FROM LAST YEAR



2,253,520

PHYSICAL & DIGITAL ITEMS CIRCULATED/STREAMED

UP 1% FROM LAST YEAR



180,854

PUBLIC COMPUTER SESSIONS

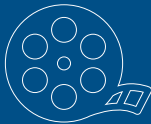
UP 1% FROM LAST YEAR



10,350

FILM SCREENING ATTENDANCE

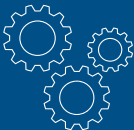
UP 9% FROM LAST YEAR



5,779

PROGRAMS DELIVERED

UP 7% FROM LAST YEAR



1,482,284

VISITS TO RPL LOCATIONS

UP 9% FROM LAST YEAR



126,120

PROGRAM ATTENDANCE

UP 13% FROM LAST YEAR



Letter from the Chair and CEO

“2024 was a year dedicated to examining our spaces to ensure they meet community need.

Modern libraries are dynamic and flexible; they accommodate a multitude of uses. They are spaces for reading, spaces for gaming, for technology, for ceremony, for music, for meetings, learning events, co-working, and more. They are community places. They bring people together.

2024 was a year dedicated to examining our spaces to ensure they meet community need.

Regina City Council approved debt funding for Central Library in summer 2024. At that time they also approved, in principle, a special mill rate for the project of 5.5% of the library's mill rate calculation. The special mill rate would be applied year over year for five years, starting in 2025. That mill rate was officially approved in spring 2025 as part of the library's overall mill rate request for the year.

This decision demonstrates the importance Council places on a renewed library for our downtown.

Contemporary central libraries have provided impetus for economic growth and revitalized

downtowns in other urban centres. We know this will be true for Regina too. A healthy downtown supports local business, encourages more people to take up residence in the area, and injects life into our economy.

We also worked on a formal review of our service points throughout the city to examine our current buildings and the services within them, and to identify areas in the city that may require more or different library service. Known as the Service Points Master Plan, it is expected to be finalized by the Board in 2025.

Our community has grown and changed significantly. We have thousands of new people with unique backgrounds and stories to tell. We have need for welcoming spaces in which to share those stories, and engage in healthy discussion, learning, understanding, and connection. Your local public library is that space: free, available to anyone, and aware of the human need to connect and to learn.

Regina Public Library is deeply appreciative of the customers and members of the public who stop to tell us their library stories, whether in a branch, online, or on the street. It's clear the people of Regina love their libraries, and we love them right back.

Jeff Barber and Marj Gavigan



Jeff Barber

Jeff Barber
Library Director and CEO



Marj Gavigan

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, 2024. The MD&A is the responsibility of management and represents management’s expectations, as of March 2025.

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 1.5 million visits in 2024, a 9% increase from 2023. 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 significant economic impact for Regina through the value derived by using the library, and the services and resources we make available.
- In 2024, RPL facilitated 328 one-on-one resumé and job coaching sessions, a 4% increase from the previous year.
 - These sessions support Regina residents while saving them a total estimated \$17,000 in typical service fees.
 - Twenty-four individuals who accessed these services reported securing new jobs, with a combined annual income exceeding \$1.3 million.
 - We assisted a student in gaining admission to medical school at the University of Saskatchewan.
 - RPL benefitted 2,251 individuals by delivering programs and community outreach initiatives in the focus areas of career development, personal finance, and business services; an increase of 39% over the previous year.
 - The 2024 Acquisition Entrepreneurship Accelerator project provided a cohort of Regina residents with the tools and knowledge needed to acquire and operate an established business: already, three participants have acquired or started a business. These successes benefit not only the individual, but Regina’s economic ecosystem.
 - RPL offers high-value professional development resources, including free access to LinkedIn Learning. In 2024, almost 3,500 people took advantage of this service, equating a total savings of more than \$1 million to our customers.
 - We connect people to ideas that help them contribute to society with free access to popular resources such as *The New York Times*, Gale Courses, Mango Languages, documentaries on Kanopy, e-books on Libby, and newspapers through PressReader.

- The specialized hardware, software, and equipment available in RPL’s Digital Media Studio allows customers to explore, collaborate, and learn about digital media with the ability to create professional quality audio and video productions at no cost. Bookings at the new Sherwood Village location rose by 158% in 2024 with 756 sessions.

A healthy downtown creates valuable revenue for the City by the tax it generates from local businesses. RPL plays a critical role in supporting downtown revitalization because our free programs and services attract people to the city centre. Following their visit to the library, many users remain downtown for shopping, dining, and entertainment. This is typical for downtown libraries – a study by the Urban Libraries Council on daytime foot traffic at Martin Luther King Jr. Memorial Library in Washington, DC, found that 36% of post-library visits in 2023 remained downtown. These findings are a relative indicator for foot traffic at any urban downtown library.

In 2024 Central Library had over 410,000 visits – an increase of almost 9% over the previous year. Nearly one quarter of all RPL cardholders list Central Library as their home branch, meaning more people than ever are visiting downtown Regina because of the library.

The George Bothwell Branch at Southland Mall received over 300,000 visitors in 2024, an increase of 6.6% over 2023. An ad hoc study in 2024 determined that about half of those customers exited directly into the mall.

We look forward to similar instances of growth in our downtown thanks to the additional impact a renewed Central Library will generate. As demonstrated in other urban centres, contemporary central libraries are catalysts for economic growth, acting as an anchor for increased development investment, more businesses paying downtown property taxes, higher numbers of downtown residents, and amplified tourism.

Community Impact

RPL’s 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.

We know that the people of Regina love their libraries. But our data also shows us that the people of Regina are using their libraries. In 2024, more than 50% of Reginans were active library users and more than 13,000 new cards were registered. With almost a million and a half visits to library locations, 2.2 million borrowed items, and over 120,000 participants in library programs, we know that we are making a difference in people’s lives.

We are involved in and committed to Regina. We tailor our collections, programs, and services to our evolving neighbourhoods. We work hard to listen to and learn from our customers, and to innovate ways to meet them as they change and grow.

For example, our Indigenous Services Strategy guides culturally responsive library services to all residents of Treaty 4, driving institutional change by decolonizing services and fostering cross-cultural awareness for staff and customers. We welcomed our inaugural Indigenous Storyteller in Residence in 2024. Our Peace and Power program offers open mic events that attracted a significant following of regulars dedicated to collective action through shared creation in 2024.

Children’s programs such as Family Storytime create community by bringing multitudes of families together into library spaces. In 2024, over 70,000 attendees enjoyed 2,671 children’s programs – an increase of 9% in number of attendees and 11% in the number of programs over the previous year.

We know Regina’s community is diversifying rapidly. It’s challenging for individual agencies to effectively meet the needs of newcomers. By building partnerships with individuals, community groups, and organizations, RPL and our partners are meeting more community needs and mutually achieving strategic goals together.

We partner with Regina Open Door Society on a variety of projects, including the unique Opening Doors Through Stories program that continued in 2024. Newcomers worked with a creative writing facilitator to document their diverse identities and experiences for publication in a dedicated chapbook. The program offers the power of telling newcomers’ stories through their own voices.

Our partnership with REACH Good Food Boxes grew in 2024 with even more branch pickup locations. This partnership allows participants to select from a variety of fruits, vegetables and pantry supplies, available at a discounted rate, to be picked up at locations around the city. RPL’s partnership with REACH helps the library address food insecurity in our community by providing convenient access to healthy, affordable food.

In 2024 we also partnered with Saskatchewan Science Centre to provide family Discovery Passes, offering free access to one of Saskatchewan’s largest educational tourist attractions.

We also partner with multiple community organizations who offer important social supports to our most vulnerable communities; find more information on page 12.



Efficiencies

RPL is committed to being an effective steward of the public’s money. We are continually looking for opportunities to improve our business practices, streamline work processes, and find efficiencies. Acting on these opportunities allows us to allocate more resources to serving our customers – and, by extension, contributing to Regina’s economic growth and the wellbeing of our community.

Examples of recently identified efficiencies include:

- **Intranet:** RPL launched a new intranet in 2024 that provides a more decentralized model for content creation and governance than our previous system. More tools and resources mean work unit leaders can work independently as content creators, reducing bottlenecks and timelines and keeping content more up to date.
- **Digital workplace:** RPL leveraged platforms such as Microsoft Teams, Microsoft SharePoint, and OrangeBoy to establish internal efficiencies in how we share information and work more collaboratively throughout the organization.

- **Public computer reservation and printing management sytem:** RPL transitioned to a new system that will simplify the customer experience and reduce staff time currently needed to support customers.
- **Incident reporting software:** RPL implemented a third-party reporting system that provides documentation on customer incidents, improving day-to-day occupational health and safety operations and providing accurate data to support efficient strategic planning.
- **Work unit reviews:** As part of ongoing annual unit reviews, the Marketing and Communications Unit received a review which identified opportunities for process improvements, efficiencies, and increased external and internal customer satisfaction. The review supported the unit in making changes to improve efficiencies and ultimately customer satisfaction.



Library Renewal

Renewing libraries is essential to maintain their relevance, to adapt to changing times, and to continue providing 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.

Central Library Renewal Project

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.

The Central Library Renewal Project is designed to look at all the options — from restoration and expansion of the current building to an entirely new building, and everything in between.

Branch and Service Points Master Plan

RPL provides Regina’s neighbourhoods with library programs and services at eight branches, balancing the value of those services with the costs to provide them in each location. Over the past 30 years, we have seen a number of our branches relocated and/or expanded, yet we have not added any new branches or service points to the system, despite the city having grown significantly.

In 2024, RPL engaged a specialized consultant to learn about and understand our branch-based service system, along with communities’ needs for library services throughout the city. Their work included engaging with City of Regina officials; collecting and assessing data from multiple sources; and conducting a variety of community engagement activities such as surveys, discussions with community groups, attendance at community events, and public open forums. The result of this research was a unique set of recommendations that Regina Public Library can use to ensure all parts of our city are provided with the library services they want and need.

Work is underway to apply operational and financial considerations to the consultant's recommendations to create an affordable and actionable plan for investment in RPL's branches and service points.

This work will inform RPL's multi-year capital planning efforts, our annual budgeting process, and our strategic and operational planning to ensure we can fund, execute, and evaluate planned changes to our service points throughout Regina.



Safety and Security at Central

RPL’s commitment to providing safe and welcoming spaces for everyone requires a multi-faceted approach, especially at our Central Library location. Visits from customers facing food and housing insecurity, addictions, and mental health issues can create complexity that requires intervention beyond traditional security services. While these challenges are not unique to Central Library among Regina’s downtown organizations, our focus remains on supporting a wider diversity of our customers’ needs than other organizations choose to do.

RPL implemented a new incident tracking system in 2024 to better understand incidents in library spaces, such as the number of incidents, the nature of incidents and the issues they involve, and how many incidents involve emergency services. The metrics we gathered will form a baseline to compare future changes to our safety and security initiatives.

In 2024 we continued to build on and benefit from safety and security initiatives that began in 2023. RPL’s Commissionaires security team creates a safer environment through empathy-led security tactics that resonate with customers of diverse lived

experiences. In 2024, RPL’s Commissionaires’ team was named the Commissionaires’ regional team of the year for going above and beyond what is normally expected in the profession – the second consecutive year they have received this national award.

Our partnership with Family Services Regina continues to be a crucial link for customers in crisis to access the non-library services they need. Two full-time Outreach Crisis Workers are now available for a majority of Central Library’s open hours to connect with customers in crisis and work with them to address their needs.

A Safe and Welcoming Specialist position was also introduced in 2023 to provide direct incident support, help establish system-wide safety and security procedures, and train frontline staff in de-escalation techniques.

RPL continues to offer access to essential services via the Community Commons space in Central Library, working collaboratively with community organizations that provide social supports for our

vulnerable customers. Regular offerings now include drop-in mental health aid with Thrive Rapid Access Counselling; legal assistance through Pro Bono Law and the Law Society of Saskatchewan; Indigenous cultural supports through Reverend Deb Anderson Pratt and the Regina Native Outreach Ministry, and Elder Phyllis Littlelent.

RPL actively collaborates with downtown organizations on broad community solutions to safety, including participation on the Regina Downtown Business Improvement District Safety Task Force, and regular connection with newly established Alternate Response Officers and Downtown Safety Teams. In 2024, we harnessed Regina Police Service expertise to modify our space and develop internal procedures that enhance staff safety at Central Library.

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.

“A customer told me today she feels more secure going to Central Library than ever before because of the presence of our security team, and even happier to interact with our friendly and helpful staff. She complimented our excellent service, which she said is unique and friendlier than anyone else’s.

- RPL staff member



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/directors. Project risks on a larger scale are the responsibility of senior management and the Board.

RPL’s risk register contains 16 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 to prioritize infrastructure renewal as well as programs and services so citizens are getting the most for their tax dollar.



Infrastructure Risk

Work on Strategic Initiative 3.2.2 in 2024 included a contracted review of all RPL facilities and service points in the kick-off of the Branch and Service Points Master Plan (discussed on page 11) 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 2025 and beyond. There is risk that current funding levels will not be sufficient to fund capital needs such as for branch and service point investment.

In terms of infrastructure deficits, other than the many known risks posed by the current Central Library – including failing infrastructure, lack of accessibility, and lack of flexible space – RPL also faces risk at Connaught Branch. The boiler may require replacement in the next few years, and Connaught Branch is the only RPL location that is not accessible to all people. The cost to address these issues at Connaught would be significant.

Populations served by Sherwood Village and Sunrise Branches 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 most.

Workforce

RPL must compete with other employers to fill both professional librarian and non-librarian positions. To mitigate risks associated with recruiting, RPL is positioning itself as a forward-thinking, progressive workplace with a focus on the community in order to attract well-matched external candidates. The organization continues to develop the skills of existing staff through annual performance planning, professional development, and leadership training. RPL also focuses on facilitating an environment of purpose and shared success (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 them. 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 could 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 or wellbeing. RPL also takes this work beyond its four walls by engaging with other downtown organizations and businesses, as discussed in the Safety and Security at Central Library section above.



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 a 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; a lack of new members to the Board of Directors has potential to stifle creativity and new ideas, and increase risk of conflicts of interests. To mitigate this risk, the Board has confirmed its policy to withhold recommendation for reappointment of Board members who have already served 10 years. Through 2024, the Governance Committee, Audit Committee, and Human Resources Committee each reviewed risks and proposed mitigations for the key board risks from the enterprise risk register.

Results From Our Strategic Plan

Regina Public Library’s commitment to our community remains strong and is demonstrated by our strategic actions. The RPL Strategy Map, 2022-2025 provides direction for the organization’s priorities, and is shaped directly from our aspiration, purpose, strategic imperatives, and organizational values.

Led by the RPL Board of Directors, the 2022-2025 map 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. Development of the next strategic plan will occur in 2025.

The information below provides a snapshot of 2024’s actions and results as we continue to work towards our strategic goals. Many of the action items within the strategy map intersect, fitting within more than one subsection; for the purposes of this document, one subsection has been assigned to highlight actions with more than one home.

5.0 The RPL Experience

RPL developed a Customer Experience Framework in 2024 to articulate standards for delivering an ideal customer experience, collectively known as the RPL Experience. This initiative is both a planning tool to support a culture of continuous improvement, and a communication tool that provides a common language to affirm and articulate a set of expectations for RPL leaders and staff. It is integral to RPL's strategic priorities and to ensuring our services continue to meet the evolving needs of our community.

The RPL Experience

- Welcoming
- Exceptional value
- Customer-centric
- Enjoyable

The Customer Experience Framework is a dynamic document that will be continuously assessed and updated to reflect emerging opportunities, evolving community needs, organizational priorities, and wider societal trends. In 2024, the framework supported the planning and execution of the start of branch remodeling initiatives to increase customer satisfaction with collections, shelving purchases, programming decisions, budget decisions, and staff training within a particular branch location. It has also supported the development of the Service Points Master Plan mentioned on page 11, which provides a blueprint for the future optimization of library spaces. It is also a contributing factor in the planning of the Central Library Renewal Project, discussed on page 26.

Additionally, it articulates RPL’s commitment to protecting the freedom of everyone to seek, receive, and impart information and ideas as articulated by the *Constitution Act, 1982*, the *Canadian Charter of Rights and Freedoms*, and the *Canadian Federation of Library Association’s Statement on Intellectual Freedom and Libraries*. Strict adherence to these fundamental documents supports us in providing customer-centric service to the whole of our diverse community.

The framework also lays out metrics to evaluate success, using a consistent Customer Satisfaction Survey. The survey evaluates metrics on staff, programs, collections, spaces, and the online experience, and whether those things are useful, welcoming, easy to navigate, and enjoyable. Launched in 2022, the survey captured valuable insights into our customers' perspectives and identified opportunities for improvement. It was run again in its entirety in 2023, and as targeted surveys in 2024 following the implementation of changes; results provide support for determining and framing priority initiatives.

While all survey results have been very positive, they revealed the following priority areas for enhancing the RPL Experience:

- Services/spaces that are enjoyable/inspiring/innovative.
- Collections that are enjoyable, inspiring, and innovative.
- Programs that are considered useful.
- Staff that are knowledgeable/inspiring/innovative.
- Online experiences that are enjoyable/inspiring/innovative.

The survey results and the priority areas identified informed decision making in 2024 to address these issues; for example, significant ‘branch refreshes’ at Sunrise and George Bothwell Branches. In 2025 we will continue using the framework to support decision making in the context of RPL’s strategic priorities.

“Thank you for the time, effort and money that went into making the library a welcoming space that gives me the tools to find better opportunities and read plenty of books.

- George Bothwell Branch
Customer Service Survey

4.1.1 Operating expenses within board-approved budgets

Detailed monthly financial statements are sent to work unit managers and directors so they can track 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 continued use of a policy which operates on a series of reserves (discussed in Strategic Initiative 4.2.1), allowing for the flow of funds into and out of reserves for areas where annual spending is less predictable and can be significantly higher or lower than average in any given year. In 2025, we will continue to review this policy to ensure it is resulting in the intended outcomes.

Finally, RPL continues to use financial condition measures to help ensure we achieve our strategic objective of prudently managing resources for sustainable operations.



4.1.2 Responsible financial reporting for board and public oversight

The RPL Board, on behalf of the public, receives year-to-date financial statements, variance reports and year-end forecasts throughout the year. Annual audited financial statements are presented at the March meeting for Board approval and are sent to the City of Regina for consolidation into their financial statements. Public accounts disclosing

Board remuneration and expenses, vendor payments greater than \$50,000, and employee remuneration greater than \$50,000 are published to RPL’s website once approved by the Board and to the City of Regina’s website. An annual report containing the audited financial statements and extensive management discussion and analysis is 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 identifies the reserves to be maintained by RPL, their purpose, and how they are funded. The Reserves policy ensures there is a mechanism for RPL to fund future major purchases, emergency expenditures such as building repair, and balance effects of fluctuations in the budget and mill rate. In 2025, this new policy will continue to be reviewed to ensure it is meeting intended outcomes.

Each year, RPL administration presents a Reserve Allocations Discussion document, in accordance with the new Reserves Policy, to the Board. 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 beginning on page 37. RPL has begun to include planned transfers to reserves in the budget to ensure there are sufficient funds for future capital expenditures.

4.2.2 Expand revenue through fund development initiatives

In 2024, we completed the final year of a three-year Development Plan (2022-2024) that strengthened fundraising capabilities and created a foundation for sustainable revenue growth. Fundraising key performance indicators (KPIs) improved again in 2024: unique donors increased from 319 in 2023 to 406 in 2024, and the number of transactions rose

from 749 to 894. RPL’s donor renewal rate increased from 46% in 2023 to 58% in 2024. We also saw an increase in the amount received through online donations.

These positive KPIs demonstrate the commitment of our donors to the library. Growth in online donations underscores successful integration of digital donation options in our fundraising appeals, reinforcing the value of 2023’s comprehensive donation website overhaul. There may also be a correlation between the increase in online donations and the Canada Post disruption in late 2024, which overlapped with our year-end direct mail fundraising appeal and created timing complexities.

Overall, we are working with more donors and repeat donors who are choosing to make more gifts through multiple channels. This trend is contributing to a diverse and sustainable donor base.

We will build on 2024’s accomplishments with expansion of annual fundraising initiatives such as integrated direct mail, online campaigns, and the launch of a fundraising event in 2025. We will continue working with individuals and organizations on a one-to-one basis to advance donations, sponsorships, and grants that amplify the library’s positive impact on our community.

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

In 2024, our primary focus was to enhance the customer experience within our core library services.

We improved our website’s search interface to provide users with greater control over their search experience, increasing opportunities to make discoveries on the site.

We introduced the ability to add a library card to a digital wallet. This innovation makes it easier for cardholders to check out materials, use public printers, and access other library services. There are presently about 500 library cards added to smartphone digital wallets per month.



We made significant upgrades to our public printing and computer reservation services in December 2024. Customers can now send print jobs from any web-connected device, including personal devices, to any RPL location printer. Payment options now include TAP/Chip enabled debit and credit cards; payment-enabled smartphone apps; or funds loaded onto a customer’s library card. This new technology has also made it easier for staff to manage customer access and use of our public computers.

Looking ahead to 2025, we will continue to improve both digital and in-person experiences by implementing new in-branch technologies, and introducing new service points for holds pickup lockers and browse-and-borrow lending kiosks.

3.1.2 Engage communities to ensure responsive programs and service

2024 saw further initiatives to improve programs and services based on customer need, feedback, and behavioural trends.

Accessibility Services: RPL continued to work through a service plan informed by community and customer focus groups conducted in 2023 to address accessible library services. A significant update to the work unit name, from Outreach Services to Accessibility Services, better reflects the services that are provided and the customers who are supported. With financial support from Odd

Fellows and Rebekah’s of Regina (\$75,000 received in 2022), we were able to install two types of accessible navigation systems in every RPL location in 2024: hearing loops, which help people who use hearing devices to have clear conversations at our customer service desks; and CNIB BlindSquare Beacons, which use GPS technology to support navigation for people with vision loss. RPL is one of the first public libraries in Canada to implement these in all locations; our quick adoption of this technology reflects RPL’s commitment to provide welcoming library spaces designed for everyone’s needs.

Digital Media Studio: With locations at Central Library and Sherwood Village branch, RPL’s Digital Media Studio (DMS) is a high-demand service providing access to self-serve sound studios, media computer workstations, 3D scanners and printers, and a green screen flex studio, as well as skill-building opportunities with expert staff. In the DMS, customers produce everything from podcasts to commercials to music in a multitude of styles. Once again, the recording booth was used at near capacity in 2024. Workshop attendance increased by 11% from 2023; topics included photo retouching, stop-motion, and music production. The DMS’s combined locations built digital skills for many customers in 2024 with more than 2,800 bookings — an increase of 43% over the previous year—empowering them to innovate and create without the prohibitive barrier of equipment costs.

A 2024 evaluation of the Sherwood Village Branch self-serve sound studio resulted in service revisions, including shorter booking period options that allow more users to enjoy the space per day. Booking data will be monitored throughout 2025 to inform further responsive changes.

3.1.3 Innovation to meet the diverse needs and interests of the community

As part of a project to analyze and consider how our system of branches meets the needs of Reginans, we conducted extensive public consultation that gathered valuable input on locations, services, and ideas for improvements. These insights are being integrated into the Service Points Master Plan, a wide set of recommendations for changes to our branches and service points over

the next several years (discussed on page 11). We will be using this information to develop a multi-year capital investment plan for improvements to our service delivery throughout the city.

We are planning for further technological innovations that include the adoption of automatic materials handling (AMH). This system, which will pair with radio frequency identification technology applied in 2023, will create efficiencies that help customers get the materials they need sooner.

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

Renewing Central Library remains the Board’s top strategic priority. In addition to being RPL’s most-visited location with the greatest diversity of services, Central Library houses all centralized sorting and shipping functions for RPL’s branch system and is a significant part of the Saskatchewan library system. Central’s building systems continue to be a risk to operations, and full replacement of those systems would be a significant investment in a building that doesn’t have adequate space or flexibility in design to function as a modern central library. The Board has made smaller investments to ensure operations can continue in the short term while moving forward to seek the best option for Central Library Renewal that balances financial responsibility with the needs of the community.



An invitation for Expressions of Interest (EOI) was issued for potential developer partners to indicate their interest in working with RPL on the

Central Library Renewal project, and revealed that developers are interested in finding unique solutions for renewing Central Library in ways that may go beyond a standalone library at the current site. It also confirmed that City Council’s commitment to the project through approval of funding would be necessary for developers to justify the expense of preparing a proposal in a procurement process. Concurrently, a fundraising feasibility study confirmed the importance of City commitment to inspire philanthropic contribution to the project.

The Board brought this information to City Council in July 2024, and Council committed space in the City’s debt limit corresponding to a 125,000 square foot facility opening in 2030. A corresponding mill rate increase was approved in principle, with the knowledge that those funds would need approval through the City’s budget process. Since then, the Board has been working on a procurement process to invite formal proposals from qualified developers and has also been engaging directly with the community to share information and answer questions about the project. A telephone survey conducted in December revealed there is still strong support for Central Library renewal in Regina, and the Board is looking forward to finding the best solution for the facility through the procurement process.

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

RPL’s branch libraries are vital parts of our community, and delivery of services must meet the needs of our growing city. Based on the assumption of a renewed Central Library, RPL began work to address the branch system, the state of existing facilities, and how to meet the current and future service delivery needs throughout the city. This project continues, and RPL looks forward to finalizing its Service Points Master Plan in 2025. The process has engaged staff, customers, and community, considered city planning and dynamics, and incorporated best practices and standards informed by other Canadian public libraries. Once complete, the Plan will inform a short-term plan to address higher priority projects and develop a multi-year capital plan.

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

RPL continues to play a vital role in supporting Regina’s communities, strengthened by our relationships with agencies and organizations in the community — for example, with the Regina Police Service, Regina Open Door Society, Indigenous leaders, the City of Regina, the Saskatchewan Ministry of Parks, Culture and Sport, the Saskatchewan Science Centre, and many more. In 2024, we engaged with 22,000 individuals at onsite and offsite locations, up 83% from the previous year.

During these engagement interactions, we connected community members with library resources and diverse community groups; facilitated library card registrations that unlock a wealth of opportunities; and enrolled people in local programs that met their needs.

These engagements also provided us with deeper insights into the challenges and barriers faced by our community, allowing us to ensure library programs and services remain relevant to the evolving Regina community. For example, we identified a need at all RPL locations for increased programming for teens and older adults, and have prioritized these two demographics for 2025. Our revised community engagement approach and new program objectives include assigning a community librarian to further these priorities through partnerships, and increasing resources toward successful 2024 programs such as *The Game of Life: Financial Reality Check* for high school students (discussed on page 34), and our Health and Wellness Fair for older adults.

2.1.1 Leverage innovation and technology to continuously improve

In 2024, significant strides were made in various key initiatives aimed at enhancing our organizational capabilities and fostering a culture of innovation.

A new Intranet was launched to all staff in April 2024, supporting our goal to establish industry best practices for content discovery, news and information sharing, employee engagement, document management, and collaboration.

This platform expands on and improves the overall digital workplace tools and approaches RPL has been using for the last five years.

During RPL’s annual Staff Development Day, staff were encouraged to pursue innovation within the workplace, reinforcing our commitment to building organizational support for innovation and the changes it may drive. This effort is part of our broader initiative to support and foster a culture of openness and acceptance of change.

The Ideawake system, an idea management platform deployed in 2023, continued to play a crucial role in supporting collaboration and innovation within RPL as we seek input from staff and track actions we take on their many ideas.

We continue to evaluate the efficiency and effectiveness of RPL’s operations through a commitment to conducting at least one unit review annually. As discussed on page 13 (Efficiencies), 2024’s review focused on the Marketing and Communications unit, who have developed a plan to address recommendations.

RPL initiated a procurement process for an automated materials handling system as an expected major technology investment to improve operational efficiency and customer experience, discussed in Strategic Initiative 3.1.3. This system is expected to be acquired and implemented in 2025.

In 2024, RPL conducted a pilot of Microsoft 365 Copilot with a small group of employees to assess its value and determine opportunities for staff productivity and efficiency gains. Copilot is a



workplace artificial intelligence (AI) assistant that supports writing, searching, and developing content. RPL has deployed other AI tools to support the activities of our technology staff, including software development assistance using ChatGPT, and network security screening tools which have provided clear benefits in speed, quality of application code, and improved network security.

While AI has proven to be a useful tool in our workplace, we recognize the potential for issues such as inaccuracies and copyright infringement, and will be pursuing an AI policy for the workplace starting in 2025.

RPL continues to invest in our IT security protection measures and staff education. Security systems settings are configured in response to breaches at other libraries and public institutions; aspects of our network infrastructure are renewed with hardware that has better tools to protect against cybersecurity threats; and in 2024, we engaged an IT security service to provide 24/7 monitoring to detect and respond to cybersecurity threats on all our workstations, servers, and cloud-based information assets. We plan to continue our efforts in this area while also looking for better and more cost-effective ways to manage our data and systems.

2.1.2 Enhance operational planning, budgeting, and project management functions

RPL continues to fine tune its planning, budgeting, and project management capabilities to ensure finances and projects are managed effectively.

In 2024, RPL equipped staff with enhanced project management tools to assist project leaders with completing projects on time and on budget.

Budget and reporting processes became more efficient as we continued to customize our use of budgeting software and reporting processes to address issues, resulting in improved payment times to vendors and more accurate internal monitoring of budgets and expenditures.



2.1.3 Embed RPL brand across all aspects of operations

Discussed below under merged strategic initiatives 1.1.2, 1.1.3, and 2.1.3.

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

2024 presented opportunities for RPL to inform Regina citizens about the positive effects of our work and presence in the community. Two major advertising campaigns delivered facts-based evidence of the importance of libraries and of Central Library renewal. The spring “Relevance” campaign reached 350,000 viewers in the greater Regina area and slightly beyond. Videos were viewed to completion 366,000 times and there were 9,614 visits to the campaign’s website. The fall “Renewal” campaign reached 200,000 residents. Videos were viewed to completion 350,000 times and there were 10,526 visits to the campaign’s website. RPL is pleased with the number of people the campaign reached, particularly those who viewed the videos to completion. In 2024, RPL also continued identifying and working with local stakeholders to educate them about RPL values and priorities, and to look to them for ideas for the future. We are satisfied with the outreach we have been doing to stakeholders, as well as the feedback and general support we’ve heard for the library and the Central Library Renewal project.

2.1.5 Advance and diversity fund development

We continued to advance and diversify RPL fund development in 2024. Donations, sponsorships, and grants were allocated to specific RPL focus areas, including programming, collections, services, the Dunlop Art Gallery, and the RPL Film Theatre. Individual programs and projects within these areas received targeted contributions, such as a \$15,000 grant from The Gord Downie & Chanie Wenjack Fund in support of RPL’s first Métis Cultural Celebration Series. Unrestricted donations, also known as donations to the Library’s Area of Greatest Need, were allocated to the Central Library Development Reserve per the RPL Reserves Policy.

As the Central Library Renewal project progressed, fund development efforts included a Fundraising Feasibility Study to advance capital campaign planning. We are now in the early stages of a capital campaign for Central Library Renewal with an early working goal of raising \$3 million for a renewed Central Library. Work in this stage includes active engagement with individuals and organizations about potential funding support as project details are confirmed.

We will continue advancing and diversifying our fund development efforts in 2025 by pursuing initiatives such as partnerships, enhanced grant-seeking strategies, and working on the capital fundraising campaign.

1.1.1 Develop leadership capacity

RPL continues to develop leadership capacity in our staff. 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 greater responsibility as opportunities arise. The leadership team continues to work together on developing a deeper understanding of the inter-relatedness of culture, brand, organizational values, and the RPL Experience.

In October 2024 the leadership team completed *Leadership Essentials*, a management training course to develop competencies, skills, and



behaviours required for success in supervisory and management roles. Training focused on legislative requirements for supervisors and managers, as well as RPL's human resources tools, processes, and staff training. Going forward, *Leadership Essentials* will become a core onboarding component for all leaders and supervisors at RPL.

1.1.2 Facilitate an environment of purpose and shared success, 1.1.4 Engage all staff in building a customer-centred environment, and 2.1.3 Embed RPL brand across all aspects of operations

In February 2024, the following three strategic initiatives were merged:

- 1.1.4 – Engage staff in building a customer-centred environment;
- 1.1.2 – Facilitate an environment of purpose and shared success; and
- 2.1.3 – Embed RPL brand across all aspects of operations.

Several 2024 actions supported all three strategic initiatives.

Staff recognition guidelines and tools were introduced to encourage internal acknowledgment of staff who deliver the RPL Experience and demonstrate RPL's brand. Consistent, informal recognition of colleagues was encouraged through branded materials with positive messages of appreciation such as, "You're top-shelf amazing!"

The new workplace Intranet discussed in Strategic Initiative 2.1.1 was also intended to improve two-way communication in the workplace and to better inform staff about what is happening at RPL. Designed to support employee engagement, the new Intranet represents a significant change in RPL's workplace culture. To date, strong use of the tool has been positive and continues to grow.

Three Leadership Team discussions were facilitated to demonstrate the interconnection between culture, brand, and the RPL Experience that supports all staff to work together in the spirit of collaboration. Discussions focused on curiosity, collaboration, and innovation. Activities were created to support the Leadership Team in having similar discussions with staff.



The 2024 Staff Development Day used RPL values as an organizing principle to improve employees' understanding of values under our strategic plan, and to continue to work toward our common goals and objectives.

1.1.3 Embed Equity, Diversity, and Inclusion throughout the organization

RPL continues to help staff understand the importance of equity, diversity, and inclusion (EDI), and to support related improvements in the workplace. We conducted an extensive staff survey in 2024 regarding EDI in the workplace, and results will help to inform next steps.

RPL also continues to be guided by the Indigenous Services Strategy launched in 2023, mentioned on page 9, Community Impact. The strategy is a roadmap that outlines culturally responsive library

services for Indigenous peoples. There were many initiatives and successes in 2024, such as creation of a Children's Land Acknowledgment video developed with storyteller Rhonda Donais. The video helps kids learn about Treaty 4 territory and the importance of land acknowledgments.

1.1.5 Ensure public accountability in governance practices

The Board's evaluation in 2024 targeted areas such as strategic planning, fiscal management and reporting, and structure and performance of the Board. The Board continued to discuss how all Board members can communicate with the public about the Library with greater transparency. This has been especially important as RPL continues to move forward with the Central Library Renewal project. At the end of 2024, the Board began work on a more thorough self-evaluation in preparation for development of a new strategic plan.



Serving Regina Every Day

Central Library

With more than 410,000 visits in 2024, Central Library is RPL’s busiest location. It is an activities branch: while people still browse and borrow books, it serves as a destination to participate in programs, attend events, share stories, watch films, and visit the art gallery.

Central Library is an anchor for Regina’s downtown core, drawing communities together to discover, learn and connect with each other from every ward in the city. Twenty-three percent of RPL card holders identified Central Library as their home branch in 2024, despite the downtown and warehouse areas only accounting for 3% of Regina’s population (as of the 2021 census).

On any day at Central Library, you may find newcomers to the country being tutored in English; crowds appreciating live music; local podcasters recording their latest episode in the self-serve sound booth; or Indigenous Knowledge Keepers offering a smudging ceremony in the Community Commons. In 2024, Central partnered with key organizations to offer civic discussions for the community, including panel events with

Regina Downtown Business Improvement District (RDBID), at which local experts discussed current challenges and the future direction of downtown Regina.

While Central Library plays a significant role in activating downtown as a destination for arts, culture, and learning, it also plays a critical role in bridging the digital divide, serving many customers who do not have reliable access to computers or internet. In 2024, over 65,000 public computer sessions were initiated at Central Library, notably more sessions than any other RPL branch this year. In second place, Albert Branch initiated less than 21,000 sessions. Affordable printing, free public phones, a wealth of accessible technology, and professional-level sound and video equipment in the Digital Media Studio allows everyone access to the digital world from Central Library.

Our downtown location also hosts a significant portion of our partnered community activities that help our vulnerable customers to find community resources, apply for housing and income assistance, access mental health assistance, and search and apply for jobs.

“It was amazing! Thank you so much. What a cozy room. I hope we will be able to book it again in the future. The coffee and tea were a nice touch. Everyone at the library is so friendly (obviously)”.

– RPL customer after using the Community Commons at Central Library

Branches

Outside of Central Library, RPL serves neighbourhoods around Regina through a system of eight branch libraries.



RPL’s physical branches serve as important gathering places for the neighbourhoods in our community. Branches provide many things for our customers; access to our extensive physical collection, 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 and entertainment that you need – or even help you learn to use your smartphone.

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

RPL’s branches saw numerous highlights in 2024:

- RPL began phased work on a branch refresh for Sunrise Branch in 2024, seeking customer and staff feedback about what the community needs from this location after 34 years in the neighbourhood. The plan includes responsive updates such as café-style seating, seminar rooms, and study spaces; new shelving that accommodates the branch’s high demand for holds materials as well as improved sightlines to the branch’s large bay of windows; and tailoring the collection closely to the community. Plan execution began in 2024 and continues into 2025; phased work allows the branch to remain open to the public with minimal interruption.



- In 2024, work that began in 2023 was completed at George Bothwell Branch to enhance the customer experience in collections, services, and spaces, and to integrate elements of RPL's Indigenous Services Strategy. Results of a targeted 2024 George Bothwell Customer Experience survey, compared to the 2022/23 Customer Experience survey, show us that customers are happy with the improvements:
 - Ratings from customers who identified as Indigenous grew from 6.8/10 to 8.3/10 satisfaction for 'services and spaces,' and ratings for 'inspiring and innovative services, collections, and spaces' grew from 7.5/10 to 8.1/10 in response to our integration of Indigenous Services Strategy elements.
 - Ratings from respondents with children under 18 grew from 9.2/10 on the satisfaction scale to 9.6/10 in response to our early literacy space enhancements.
- RPL plays an active role in its communities. For example, Connaught branch continued its engagement with the Cathedral Village Arts Festival in 2024, hosting programs such as

Impacts of AI Technology on the Arts, working with the United Way to offer a Storywalk and book giveaway, and welcoming thousands of people at their information tent and into the library during the street fair.

- RPL continues to encourage sustainability and food security through a Seed Library at Prince of Wales Branch, where Regina residents can access free seeds and receive basic tips for growing vegetables and flowers. The Seed Library has led to several partnerships with local schools and the branch's community garden. In 2024, seed library packets were accessed 1,644 times, an increase of 69% over the previous year. Because of this growth, we will be continuing to offer the seed library in 2025.
- We expanded our partnership with REACH Good Food Boxes in 2024, adding our two medium branches as pickup locations to the three large branches who began offering this service the year before. As discussed on page 9 (Community Impact), RPL's partnership with REACH helps the library address food insecurity in our community by providing convenient access to healthy, affordable food.



“Love the bigger children's area - so few places in the city to play indoors with my kids especially in the winter. Would be great to have even more play activities and play structures (also would be good if other libraries had bigger kid areas)”.

– RPL customer at George Bothwell Branch

“...The recommendations you offered for our reader's group at Short Breaks when we spoke this spring were brilliant! Everyone enjoyed the plays I chose from Reader's Theatre (they loved solving the mystery plays best!) and the biographies were also greatly enjoyed. I found they were so easy to build on too. With just a bit of online research, I could really make a great day of learning and socializing. So thank you SO much for taking time with me to plan and offer advice.”

– Kathy Cockburn, Inclusion Regina, on help from Albert Branch staff

“A young customer with their caregiver came into the library, stopped when they saw me and exclaimed "It's you! You're here!" I go to this customer's school for storytime very regularly, and they remembered me and were excited to tell me about the pirate storytime I had done in September with their kindergarten class. The young customer was so excited to introduce me to their caregiver and was very excited to show me the books they were checking out. It was so cute!”

– RPL staff member at Regent Place Branch

“I really like the new lighting and seating along the windows. Great job!”

– RPL customer at Sunrise Branch

Other Service Points

RPL’s offsite holds pickup location at the University of Regina’s Dr. John Archer Library graduated from pilot project status to fully operational in 2024. The service appears to be well received based on service transactions and responses to feedback surveys: in 2024 2,792 items circulated from this location, a significant increase over 2023. Customers are using this service primarily for leisure reading and many have expressed their appreciation for the convenience of accessing RPL materials where they work or attend classes.

“I work at the university, and I greatly appreciate the pick-up and drop off of RPL books.

– RPL customer

Meeting Rooms

RPL offers meeting rooms for community use at most locations. RPL customers, community groups, and non-profit organizations can book meeting rooms for free, with commercial groups being able to rent

them for a nominal fee. These spaces are in high demand by our community: the number of bookings for meeting rooms in 2024 increased by 101% from 2023.

Location	Number of Rooms (Seating Capacity)	Number of bookings in 2024*	Percentage increase from 2023
Central Library	3 (22 to 40 chairs)	520	62%
Connaught Branch	1 (30 chairs)	107	91%
George Bothwell Branch	5 (4 to 60 chairs)	2,216	190%
Glen Elm Branch	2 (30 to 50 chairs)	243	18%
Regent Place Branch	3 (4 to 80 chairs)	598	43%
Sherwood Village Branch	1 (80 chairs)	173	59%
Sunrise Branch	2 (40 to 150 chairs)	245	49%

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

Our Collections

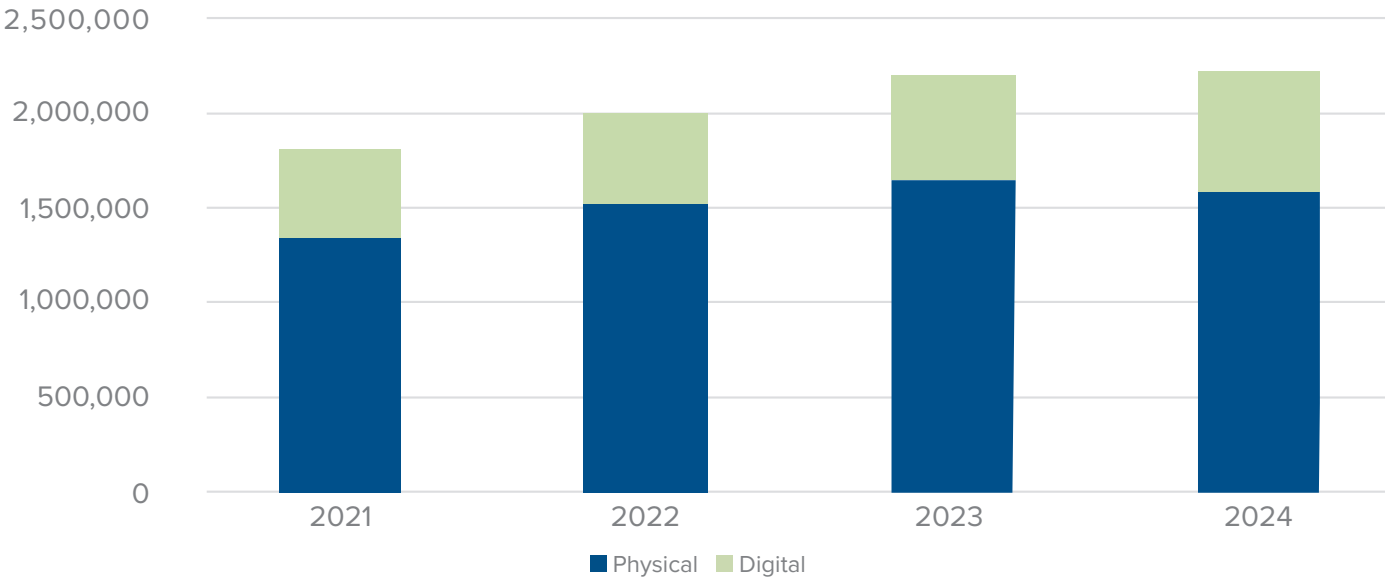
Print and Digital Collections

Over the last few years, RPL has witnessed a steady growth in the circulation of materials. In 2024, our customers borrowed over 2.2 million items, which is a 1% increase over the previous year.

The circulation of physical audio-visual materials (e.g. DVDs and CDs) – once a heavy driver of

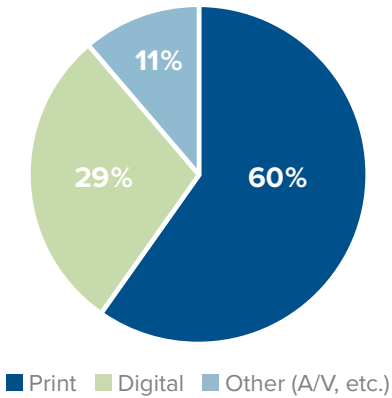
circulation – has been declining as customers embrace streaming media platforms such as Hoopla and Kanopy. Digital materials including e-books, e-audiobooks, and streaming movies and TV shows made up 29% of 2024’s total circulation – up 25% from the previous year.

TOTAL CIRCULATION

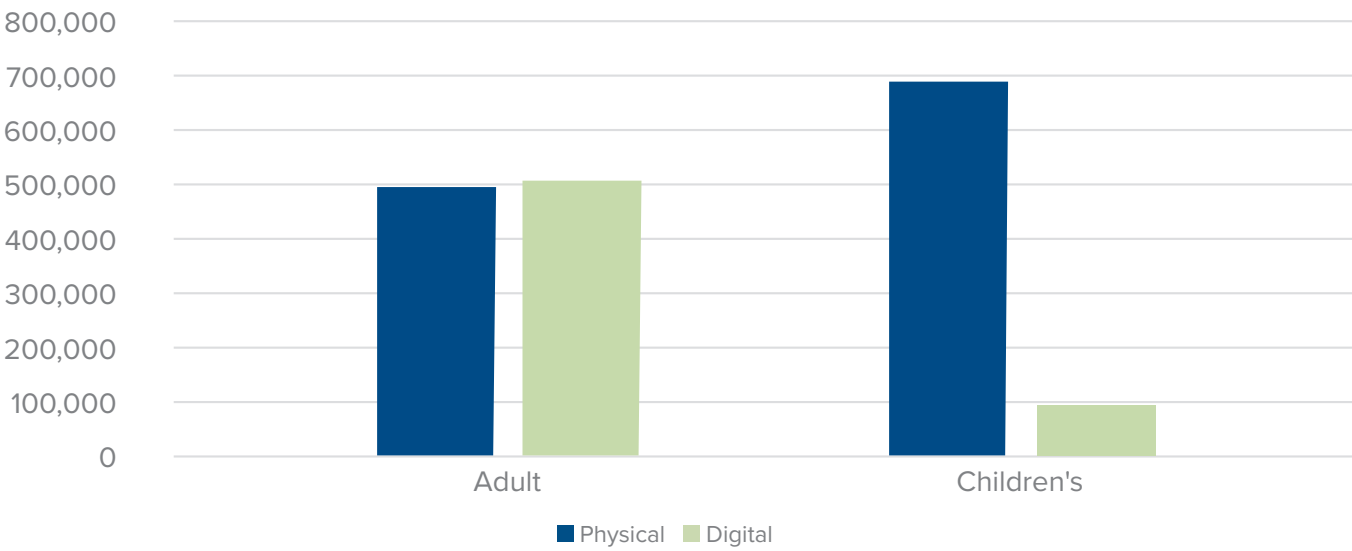


While 75% of our total circulation came in the form of both print books and e-books, print continues to reign supreme, with four times the amount of borrows over e-books in 2024. There is a 60/40 split between digital and print book preferences in adult readers, but children and families continue to prefer print books.

In 2025, RPL will continue to build strong print collections that meet the diverse interests and needs of our community but will also focus on expanding and developing our digital offerings to reflect increased customer interest.



CIRCULATION OF BOOKS AND AUDIOBOOKS BY AUDIENCE



Truth and Reconciliation Materials

RPL’s Indigenous Voices collection provides writings by and about Indigenous peoples and cultures, created from lived experiences, which we highlight at all of our branches and in our digital collection. In 2024, RPL increased its Indigenous language learning supports by introducing the Transparent Language app. Transparent Language offers the opportunity to learn Cree, Oji-Cree, Michif, Ojibwe, and Dakota.

RPL also launched a Saskatchewan Authors display collection at Central Library to highlight Saskatchewan authors.

Materials in Languages other than English

The Transparent Language app described above also provides access to language learning from across the world and American Sign Language. The app includes specific supports for language learning by adults and children. In 2024, the first year of RPL offering this app, there were 48 active users. As RPL does with any program or service, we will monitor its use to determine if future changes are needed.

Unique Materials

In 2024, RPL partnered with the Saskatchewan Science Centre to loan science centre family passes which provide free access for a week. From its launch in August 2024 to the end of the year, these family passes were borrowed 456 times, an average of 91 times per month. This figure will be monitored in 2025 and beyond to determine its demand.

RPL added *The New York Times* to our digital offerings and introduced Medici.tv, a digital platform streaming video performances of classical music and jazz concerts, ballets, operas, and more in 2024.

We will continue to look for opportunities to partner with other community groups and expand the types of materials offered through the library to serve Regina in unique ways.



Library Programming

Throughout 2024 we continued to offer a diverse range of programs across all RPL branches, as well as online, hybrid, and community-based formats. In 2024, 93% of program participants who responded to regular evaluation surveys indicated they were satisfied with programs, and 94% indicated they would recommend the program to family and friends. Given the overwhelmingly positive response across these various platforms, we are committed to maintaining this multifaceted approach in 2025.

The growing demand for these offerings indicates that community members value and engage with these different modes of delivery. In total, we offered almost 5,800 programs in 2024, attended by more than 126,000 people, an increase from the previous year of 7% and 13%, respectively. This highlights a sustained and growing interest in our programming, reinforcing our belief that community members are seeking opportunities to engage with library services in diverse and accessible ways.

Business Services

In 2024, RPL facilitated 328 one-on-one resumé and job coaching sessions, a 4% increase from the previous year. These sessions support Regina residents while saving them a total estimated \$17,000 in typical service fees. Twenty-four individuals who accessed these services reported securing new jobs, with a combined annual income exceeding \$1.3 million. This figure doesn't account for those who found employment but did not report back, nor does it include a student who we assisted in gaining admission to medical school at the University of Saskatchewan. Additionally, RPL benefitted 2,251 individuals by delivering programs and community outreach initiatives in the focus areas of career development, personal finance, and business services – an increase of 39% over the previous year. We aim to further expand our partnerships and outreach to impact the lives of more people in 2025.

Acquisition Entrepreneurship Accelerator: Launched in 2024, The Acquisition Entrepreneurship Accelerator project provided a cohort of 10 Regina residents with the tools and knowledge needed to acquire and operate an established business. Participants gained essential skills in business

planning, operations management, legal due diligence, and more. Of the 10 participants, three have since acquired or started a business, while others gained valuable insights that allowed them to reassess their business ideas. The Acquisition Entrepreneurship Accelerator program was supported by a donation from Larry Hesterman.

RPL remains committed to supporting participants along their journey in business ownership.

Financial Literacy for Teens: RPL launched the *Game of Life: Financial Reality Check* for high school students as a part of Financial Literacy Week programming. *The Game of Life* is an interactive activity that simulates real-life financial scenarios. Over 500 students from six local secondary schools were guided through the activities by over 100 knowledgeable volunteers from community and non-profit partner organizations.

Feedback from teachers, students and partners indicate that the program was a valuable and fun strategy to expose students to the financial realities of life, learn valuable financial management skills, and build financial independence and freedom in the future. Planning is underway to repeat this initiative in 2025.

Newcomers

As Regina’s community continues to diversify, RPL remains committed to celebrating and collaborating with the city’s diverse population to positively impact the community and enhance social vitality.

RPL worked with community partners to host the following newcomer programs and events in 2024:

Canada Day Newcomer Partnership: In addition to hosting the Family Fun Zone on the Legislature grounds on Canada Day 2024, RPL partnered with the Saskatchewan African Canadian Heritage Museum to host the Newcomer’s Picnic in Wascana Centre. RPL connected with over 5,000 newcomers at this event, offering valuable library and community resources to help them navigate and settle into their new lives in Regina.

Black History Month: Dunlop Art Gallery delivered an online program for Black History Month called Hyper-Realistic Wildlife Drawing with Richmond Ametefe, which almost 170 people attended. There are further plans for Black History Month in 2025 to further honour the contributions and experiences of the Black Community in our society.

Lunar New Year Celebration: Brought together over 800 Regina citizens to celebrate and educate.

Ongoing Newcomer Support: RPL leveraged partnerships with numerous community groups and local organizations to support diverse newcomer populations to settle and prosper. Among ongoing programs, RPL presented at immigrant settlement organizations and showcased library resources to approximately 2,000 people at Khalsa Day/ Vaisakhi celebrations.

Children and Families

Level Up: Level Up, RPL’s Summer reading program, is designed to address the summer reading slide, the regression in reading skills that some children experience over the summer break. In 2024, 1,645 children participated in the Level Up program, marking a staggering 387% increase over 2023. The participants recorded 38,336 hours – over two million minutes – spent engaging in Level Up activities. Feedback from the surveys indicated positive impacts on children’s enjoyment and engagement in reading.

Cops and Readers: A partnership between members of the Regina Police Service, Regina Public Library, and grade three students across Regina’s Public and Catholic school divisions, the Cops and Readers project promotes literacy and safety awareness and provides opportunities for positive interactions between children and police officers. Results indicate success on all metrics. 67% of participants indicated that the program made them want to read more books, and 65% indicated that they learned something new about the library. In response to these positive results, the program will run with grade three classes at an additional four schools in 2025.

February Indigenous Storytelling Month: RPL’s yearly observance of Indigenous Storytelling Month is consistently well attended, appreciated by participants both as a celebration and an educational

experience. In 2024, 31 sessions at RPL locations and in partnership with Regina schools immersed nearly 14,000 participants in oral storytelling, a 6% increase in participants from the previous year. The community’s continued interest and support for Indigenous programs is well demonstrated, and we intend to continue current programming as well as investigate further engagement strategies in 2025.

Adults

The first Health and Wellness Fair for Older Adults provided valuable resources and activities, successfully promoting healthy living to 180 participants in this demographic. Highlights enjoyed by participants included free hearing tests, presentations, and demonstrations from organizations offering Tai Chi, Zumba, Yoga, and Forever in Motion programs.

Literacy Services

The primary focus of RPL’s Literacy Services is to support English as an Additional Language (EAL) learners. In 2024, the service saw 3,288 total programming attendees, a 20% increase from the previous year; the ever-increasing demand of new learners created recruitment challenges to supply enough volunteer tutors. To reduce barriers and increase more immediate access to EAL conversation circles outside of typical registered learner/tutor programs, RPL expanded the popular program EAL Conversation Circle. Other low-barrier programs were introduced to enhance opportunities for EAL learning, including a new book club and an introductory-level public speaking program. Increasing the low-barrier programs that maximize volunteer capacity is one of the ways the library responsively met customer needs in 2024. We also partner regularly with other organizations, including an ongoing relationship with Saskatchewan Polytechnic’s Language Instruction for Newcomers to Canada (LINC) program: RPL provides library tours to LINC participants, including signups for library cards and the wealth of services they can unlock.

Dunlop Art Gallery

Dunlop Art Gallery (DAG) continued to see strong attendance and participation in 2024. Overall, both gallery spaces (at Central Library and Sherwood Village Branch) served more than 25,000 customers, a growth of about 4% over the previous year. Art programs and workshops saw 27% growth in attendance, including popular programs like Hyper-Realistic Wildlife Drawing, Dream Weaving, and a Bison Nation workshop based on Métis culture and teachings.

In 2024, DAG strengthened collaborations with community partners to better support Regina’s downtown culture. DAG was a main hub for artist and community projects at Nuit Blanche Regina, which drew more than 700 people. DAG also launched a special summer edition of Open Mic:



RPL Film Theatre

RPL Film Theatre attendance continued to thrive this year after 2023’s significant service model updates. The new approach, adapted in response to a changing landscape for independent cinemas, focused on second run new(er)-release features, family features, and cult cinema. We saw marked increase in attendance in 2023 after these changes were implemented, and 2024 further increased attendance by 9% over the previous year with more than 10,300 film screening attendees.

Community partnerships and special event screenings remain an important part of the Film Theatre programming. We were honoured to host

Peace and Power on the Pat Fiacco stage in partnership with Regina Downtown Business Improvement District, which highlighted local musicians and performers. These metrics and strong partnerships indicate that we are on the right track, and we will use this information to inform 2025 programming.

Another programming highlight of 2024 was the continued success of the Drop-in Art Studio at Central Library. The weekly program welcomes customers of all backgrounds and skill levels to participate in artist-led workshops in a safe and supportive environment. As a result of the program’s popularity, DAG plans to explore opportunities to expand the program in 2025 through internal and external partnerships, as well as sponsorships.



the Regina premiere of *Singing Back the Buffalo* with director Tasha Hubbard in attendance, to a full house. We also presented the FROST Film Festival in partnership with Regina Downtown Business District’s annual FROST Festival.

2024 attendance numbers demonstrate that adjustments to our service model are working, meeting audience demands despite the current market for at-home digital streaming options.



Indigenous Services

RPL's Indigenous Services Strategy outlines key initiatives aimed at delivering culturally relevant and responsive library services for Indigenous peoples, as well as providing education and opportunities for customers and staff to celebrate the rich cultural heritage of our Indigenous communities.

In 2024, as part of RPL's ongoing commitment to reconciliation, RPL hired its first Indigenous Storyteller in Residence for a 10-week residency. This initiative provided opportunities to engage with Indigenous traditional knowledge and history through the power of storytelling. Building on the success of 2024, we have increased the residency to 16 weeks for our 2025 Indigenous Storyteller in Residence.

RPL continued its weekly smudging ceremonies at the Central Library. These gatherings not only allow participants of all backgrounds to engage in Indigenous cultural traditions, but also bring people together to cleanse, foster positive mindsets, and improve spiritual health.

The weekly Culture Connect program also remains a cornerstone of our work, bringing together diverse community members to learn about and engage with Indigenous culture. Led by Indigenous facilitators, these sessions offer meaningful activities that bridge cultural gaps, share knowledge and build understanding.

Throughout the year, RPL also partnered in various community events that celebrated and raised awareness about Indigenous peoples' experiences, traditions, and culture. These events offered opportunities for the entire community to come together in support of reconciliation. In 2025, RPL will continue to advance the recommendations outlined in the Indigenous Services Strategy. These efforts remain focused on collaboration, reconciliation, and meaningful change, further activating the Truth and Reconciliation Commission's Calls to Action.

2024 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

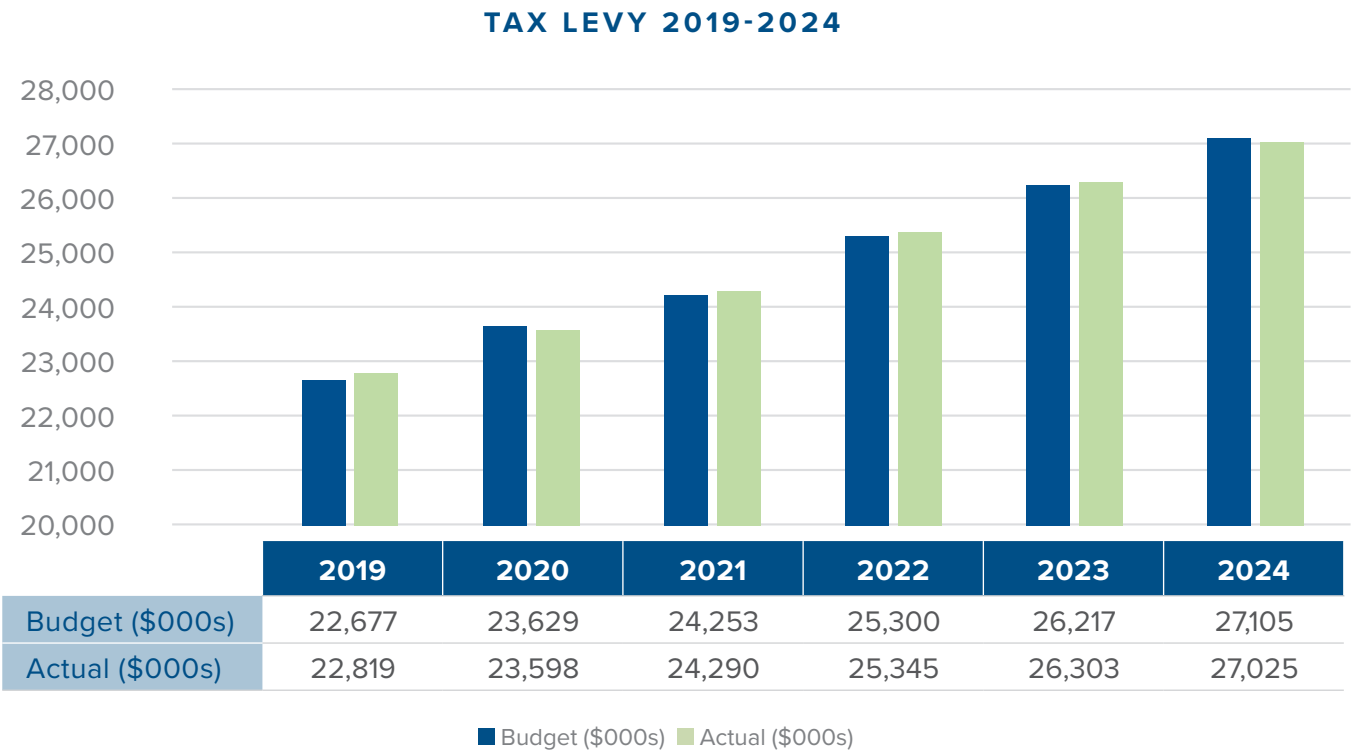
Revenue

Total consolidated revenues for 2024 were \$29,882,000, which is 1.4% or \$408,000 more than budgeted.

The majority of RPL’s revenue, over 90% or \$27,025,000, 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 the provincial and federal governments do not pay property taxes to the City of Regina these 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 six years.



In 2024, the actual tax levy and grants-in-lieu received were \$80,000 less than budgeted. This is primarily due to an increase of about \$78,000 in appeal risk coupled with lower than predicted household growth in the City, decreasing our property tax levy.

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 2024, 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.

Total Donations for 2024 were \$64,000. Undesignated donations and those directed to area of greatest need were allocated to the Central Library Development Reserve, according to the Reserve Policy. This amount was \$57,000.

Interest Revenue was \$1,330,000 in 2024, significantly higher than the \$789,000 budget due to higher interest rates. This amount is expected to be lower in 2025 and closer to budget due to the decrease in interest rates

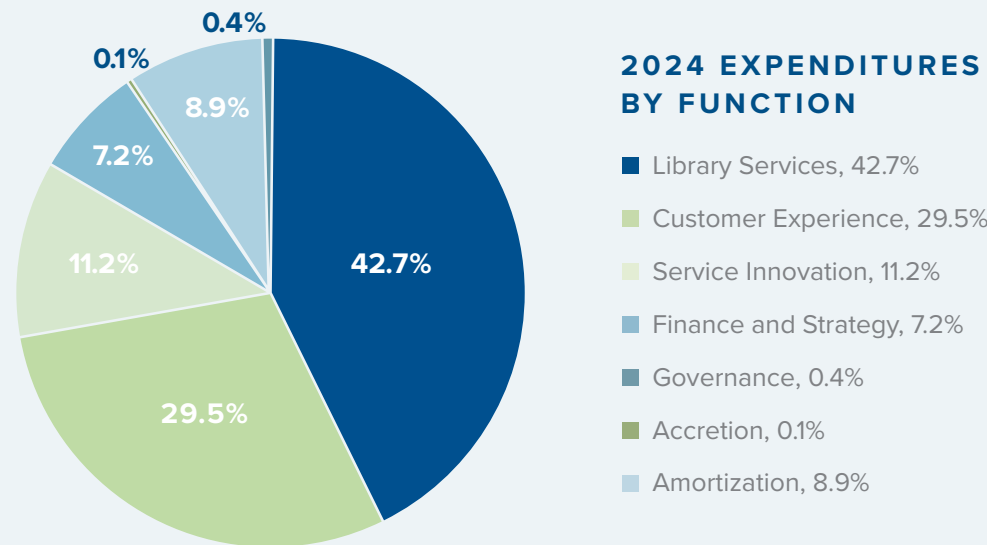
in late 2024 and early 2025. All interest revenue flows to the Central Library Development Reserve to help fund the new Central Library, unless otherwise indicated by the RPL board.

Other Grants for 2024 were \$363,000, above the \$279,000 budget for the year. The majority of the budgeted and actual amounts come from core funding of \$115,000 from Sask Arts and \$120,000 from Canada Council for the Arts to support exhibitions for Dunlop Art Gallery. The variance is due to unbudgeted grant opportunities that arise during the year for which RPL is a successful applicant and allowed for programming such as GrandPals, Cops and Readers, and the Métis Cultural Celebration series in 2024.

Other Revenue of \$472,000 was slightly above the \$420,000 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. Some revenue is generated by fines and the sale of merchandise, used books, art catalogues and through room and art rental. The positive variance of \$52,000 in 2024 is mainly due to tour revenue for the Ekow Nimako tour which started earlier than expected and sponsorships secured for Indigenous Star Stories, Culture Days and Canada Day events.

Expenses

Total expenses for 2024 were \$27,464,000, which is \$814,000 or 2.9% less than budgeted expenses of \$28,278,000.



Most expenses, 42.7% or \$11,742,000, 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 Art Gallery 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 1% or \$112,000 under budget for the year. The majority of the variance is due primarily to being under budget on repairs and maintenance due to less need of repairs and some projects delayed.

The second largest category of expenses is for Customer Experience, and accounts for 29.5% or \$8,096,000 of expenditures. Expenses in this category include staff salaries and benefits for work units Marketing and Communications, Community Engagement and Programming, Facilities Infrastructure and Services, and Acquisitions and Collections. Other costs include

periodicals, magazines, e-books, e-audiobooks, and other electronic information; marketing costs to promote RPL; and the building costs for these services.

Customer Experience was 6% or \$538,000 favourable to budget for 2024. The majority of the variance is under expenditure on facility repair and maintenance due to the expenditures for Central Library being put on pause as a result of the new



Central Library project, under expenditure on salaries due to some vacancies, under expenditure on promotions and signage, offset by overage on natural gas costs.

Service Innovation costs made up 11.2% or \$3,068,000 of expenditures and include salaries and benefits for People and Culture, Information Technology, and Digital Service Innovation.

Service Innovation was 5% or \$161,000 under budget for 2024. This is primarily related to under expenditure on training and recruiting related costs and consulting offset by over expenditure on technology costs, primarily related to cyber protection software.

Finance and Strategy costs made up 7.2% or \$1,983,000 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 12% or \$258,000 under budget for 2024. The primary reasons for this positive variance is under expenditure in salaries due to vacancies and under expenditure for consulting in the development area as the fundraising activities related to the new Central Library are still ramping up.

The expenses of the CEO unit are allocated among the four operating divisions – Library 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 \$101,000 of expenditures. These include board honorariums, travel, directors' insurance, and any other costs associated with the board.

Accretion expense is \$21,000, or 0.1% of expenditures. 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 2024, the cost to remediate the asbestos was expected to increase by \$21,000 compared to 2023. The \$21,000 accretion expense in 2024 means the cost to remove asbestos is now estimated at \$1,083,000 at the end of 2024. The liability, called the Asset Retirement Obligation (ARO), appears on RPL's Statement of Financial Position.

Amortization of RPL's capital assets accounted for 8.9% or \$2,453,000. 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 \$30,502,000 at the end of 2024, up from \$27,695,000 at the end of 2023. RPL’s portion of the financial assets is \$29,784,000 while the SILS portion is \$718,000.

Most of the increase in financial assets is a result of the \$2,418,000 surplus in operations for RPL.

Financial liabilities increased to \$4,127,000 at the end of 2024 compared to \$3,986,000 at the end of 2023. RPL’s financial liabilities are \$3,990,000 while SILS liabilities amount to \$137,000.

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

Non-financial Assets

Non-financial assets declined from 2023 to 2024, moving from \$14,617,000 to \$14,369,000. The decline is primarily because the value of RPL’s tangible capital assets dropped by \$307,000. The amortization of the library’s capital assets contributed to the lowering of RPL’s assets. RPL has aging infrastructure illustrating the 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.

of any current library branch or the construction of any new branch library or other service point. A mâmawêyatitân centre Reserve was also created and funds were allocated to this reserve beginning in 2023.

The Operating Reserve is used to smooth the financial impact of revenue fluctuations and expense increases and to provide funding for unanticipated operational needs.

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 used to smooth 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 restricted 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 2024 with comparatives for 2023 is broken down as follows:

	2024 (000's)	2023 (000's)
Appropriated surplus:		
Operating reserve	\$ 2,219	\$ 1,841
Central Library development reserve	18,563	18,246
Branch Libraries development reserve	3,409	1,900
Building maintenance reserve	830	639
Shelving, Furniture & Equipment reserve	260	58
Technology reserve	1,173	1,173
mâmawêyatitân centre reserve	100	50
Fleet Reserve	167	137
Dunlop art projects reserve	80	109
SILS	611	585
	27,412	24,738
Obligations to be funded from future revenues:		
Employee benefits obligations	(518)	(555)
Investment in tangible capital assets	13,800	14,107
Unappropriated surplus	50	36
Accumulated surplus	\$ 40,744	\$ 38,326



The Operating Reserve receives the operating surplus left over after all other reserve transfers. In 2024, this surplus amount was \$378,000 resulting in a balance of \$2,219,000. This amount is below the board-established maximum for this reserve.

The Central Library Development reserve increased by \$317,000 to \$18,563,000. Budgeted interest earned during the year was allocated to this reserve as were any donations that were not designated to other funds. Also, as intended, expenditures related to the new Central Library project and the operations centre were funded by this reserve.

The Branch Libraries Development reserve has a balance of \$3,409,000 due to the planned transfer of \$1,509,000 to this reserve in 2024. This reserve is planned to be used for the future renewal and/or replacement of branches or service points.

The Building Maintenance reserve contains a balance of \$830,000 for 2024 as a result of the surplus in the system-wide repair and maintenance operating budgets. The increase of \$191,000 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 for uncompleted projects. Approximately \$91,000 of this reserve will be used in 2025 to fund the renovation of the Sunrise branch.

The Shelving, Furniture, and Equipment reserve has a balance of \$260,000 at the end of 2024. The increase of \$122,000 is due to purchases for these assets being under the 2024 budget and this amount was transferred to the reserve. About \$110,000 of this reserve will be used to fund the Sunrise Branch renovations in 2025.

The Technology reserve remained unchanged at a balance of \$1,173,000. Most of the reserve will be used to fund the automated materials handling project. Any under expenditure in the annual Information Technology and Digital Services Innovations capital budgets are transferred to this reserve.

The Fleet Reserve increased by \$30,000 during 2024 to \$167,000 at the end of 2024. 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 \$29,000 as the Dunlop Art Gallery enhanced its exhibition programming and outreach in 2024 and was, in part, a response to the reduced operations of the gallery in prior years.

The SILS reserve grew by \$26,000 to \$611,000.

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 reserves grew by \$2,674,000 to \$27,412,000.

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 2024, the employee benefits obligations decreased to \$518,000 from \$555,000 at the end of 2024, 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 \$13,800,000 reflect a decrease of \$307,000 from 2023. As discussed above, this decrease is mostly due to the amortization of the library's capital assets being greater than purchases.

Unappropriated surplus increased by \$14,000 to \$50,000 in 2024. This balance is related to SILS.



Consolidated Financial Statements

Regina Public Library Board
December 31, 2024



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, 2024, 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, 2024, 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

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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 25, 2025

MNP LLP
Chartered Professional Accountants


REGINA PUBLIC LIBRARY BOARD
Consolidated Statement of Financial Position
As at December 31, 2024

(000's)	2024	2023
FINANCIAL ASSETS		
Cash (Note 4)	\$ 29,242	\$ 10,448
Accounts receivable	894	1,885
Investments (Note 5)	366	15,362
	30,502	27,695
FINANCIAL LIABILITIES		
Accounts payable and accrued liabilities	2,202	2,022
Deferred revenue	139	116
Asset Retirement Obligation (Note 8)	1,083	1,062
Employee benefits obligations (Note 6)	703	786
	4,127	3,986
Net financial assets	26,375	23,709
NON-FINANCIAL ASSETS		
Tangible capital assets (Note 7)	13,800	14,107
Prepaid expenses	569	510
	14,369	14,617
Accumulated surplus (Note 9)	\$ 40,744	\$ 38,326

See accompanying notes

e-Signed by Marj Gavigan
2025-03-25 20:37:35:35 CST

Director

e-Signed by Jumoke Oni
2025-03-25 15:17:10:10 CST

Director

REGINA PUBLIC LIBRARY BOARD

Consolidated Statement of Operations and Accumulated Surplus

Year ended December 31, 2024

(000's)	2024 Budget	2024	2023
REVENUE			
City of Regina tax levy	\$ 25,564	\$ 25,487	\$ 24,809
Grants-in-lieu of taxes	1,541	1,538	1,494
Provincial services agreement	631	628	628
Donations	250	64	78
Interest	789	1,330	1,195
Other grants	279	363	298
Other revenue	420	472	410
Gain on disposal of tangible capital assets	-	-	24
	29,474	29,882	28,936
EXPENSES (Note 14)			
Library services	11,854	11,742	11,540
Customer Experience	8,634	8,096	7,663
Service Innovation	3,229	3,068	2,879
Finance & Strategy	2,241	1,983	1,884
Governance	96	101	106
Accretion	20	21	21
Amortization	2,204	2,453	2,609
	28,278	27,464	26,702
Surplus	1,196	2,418	2,234
Accumulated surplus, beginning of year		38,326	36,092
Accumulated surplus, end of year		\$ 40,744	\$ 38,326

See accompanying notes

REGINA PUBLIC LIBRARY BOARD

Consolidated Statement of Changes in Net Financial Assets

Year ended December 31, 2024

(000's)	2024	2023
Surplus	\$ 2,418	\$ 2,234
Acquisition of tangible capital assets	(2,152)	(2,192)
Amortization of tangible capital assets	2,453	2,609
Proceeds on sale of tangible capital assets	3	24
Gain on disposal of tangible capital assets	-	(24)
Write down of tangible capital assets	3	-
	307	417
Acquisition of prepaid expenses	(569)	(510)
Use of prepaid expenses	510	544
	(59)	34
Increase in net financial assets	2,666	2,685
Net financial assets, beginning of year	23,709	21,024
Net financial assets, end of year	\$ 26,375	\$ 23,709

See accompanying notes

REGINA PUBLIC LIBRARY BOARD
Consolidated Statement of Cash Flows
Year ended December 31, 2024

(000's)	2024	2023
OPERATING ACTIVITIES		
Surplus	\$ 2,418	\$ 2,234
Add back non-cash items:		
Amortization of tangible capital assets	2,453	2,609
Gain on disposal of tangible capital assets	-	(24)
Write down of tangible capital assets	3	-
Changes in non-cash working capital items:		
Decrease (increase) in accounts receivable	991	(772)
(Increase) decrease in prepaid expenses	(59)	34
Increase (decrease) in accounts payable and accrued liabilities	180	(419)
Increase (decrease) in deferred revenue	23	(21)
Increase in asset retirement obligation liability	21	21
Decrease in employee benefits obligations	(83)	(80)
Cash provided by operating activities	5,947	3,582
CAPITAL ACTIVITIES		
Acquisition of tangible capital assets	(2,152)	(2,192)
Proceeds on sale of tangible capital assets	3	24
Cash applied to capital activities	(2,149)	(2,168)
INVESTMENT ACTIVITIES		
Decrease in investments	14,996	2,984
Cash provided by investment activities	14,996	2,984
Increase in cash and cash equivalents	18,794	4,398
Cash and cash equivalents, beginning of year	10,448	6,050
Cash and cash equivalents, end of year	\$ 29,242	\$ 10,448

See accompanying notes

REGINA PUBLIC LIBRARY BOARD
Notes to the Consolidated Financial Statements
Year ended December 31, 2024

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.

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 21.88% (2023 – 21.62%) and of mâdawêyatitân centre was 5.79% (2023 – 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.

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, 2024. 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.

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.

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 standard and amendment, effective January 1, 2024. Adoption of this accounting policy had no effect on the Library’s financial statements.

PS 3400 Revenue

4. CASH

	2024 (000's)	2023 (000's)
Cash	\$ 28,932	\$ 10,140
SILS cash (restricted)	310	308
	<u>\$ 29,242</u>	<u>\$ 10,448</u>

The Library has an authorized line of credit available to a maximum amount of \$500,000 (2023 - \$500,000). The Library did not draw on these funds during the year (2023 - \$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.

5. INVESTMENTS

	2024 (000's)	2023 (000's)
GIC's	\$ -	\$ 15,000
SILS investment	366	362
	<u>\$ 366</u>	<u>\$ 15,362</u>

The Library investment consisted of a non-redeemable guaranteed investment certificate (GIC) that had a fixed term with an interest rate of 4.25%, that matured on July 4, 2024. The funds received on maturity were transferred to and remain in the cash balance at December 31, 2024.

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, 2024. 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 3.4% (2023 – 3.8%). 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.

6. EMPLOYEE BENEFITS OBLIGATIONS (continued)

The Library's accrued employee benefits liability and benefits plan expense are disclosed below: The obligation amount of \$518,000 (2023 - \$555,000) is unfunded and will be paid from future revenues.

Accrued benefits liability	2024 (000's)	2023 (000's)
Accrued benefits obligation, beginning of year	\$ 555	\$ 586
Current period benefit cost	29	28
Interest on accrued benefit obligation	21	24
Experience gain	(13)	(10)
Less: benefits paid	(74)	(73)
Accrued benefit obligation, end of year	<u>518</u>	<u>555</u>
Unamortized net actuarial gain	<u>185</u>	<u>231</u>
Accrued benefits liability, end of year	<u>\$ 703</u>	<u>\$ 786</u>

Employee benefits related expense	2024 (000's)	2023 (000's)
Benefit expense		
Current period benefit cost	\$ 29	\$ 28
Amortization of net actuarial gains	(60)	(59)
Total benefit expense	<u>(31)</u>	<u>(31)</u>
Interest expense		
Interest cost on accrued benefit obligations	21	24
Total benefit plan related expense	<u>\$ (10)</u>	<u>\$ (7)</u>

Actual benefits payments for the year were \$74,000 (2023 - \$73,000).

REGINA PUBLIC LIBRARY BOARD

Notes to the Consolidated Financial Statements

Year ended December 31, 2024

7. TANGIBLE CAPITAL ASSETS

Tangible capital assets consist of the following:

	2024 (000's)	2023 (000's)
Buildings and leasehold improvements	\$ 4,878	\$ 5,091
Construction in progress	285	2
Furnishings and information technology	1,633	1,833
Land	326	329
Land improvements	110	121
Library Materials	5,971	6,080
Shelving	525	556
Vehicles	72	95
	\$ 13,800	\$ 14,107

Tangible capital asset cost:

	Beginning of Year (000's)	Additions (000's)	Disposals and Write Downs (000's)	Transfers (000's)	End of Year (000's)
2024					
Buildings and leasehold improvements	\$ 15,499	\$ -	\$ -	\$ -	\$ 15,499
Construction in progress	2	285	-	(2)	285
Furnishings and information technology	3,947	446	491	2	3,904
Land	329	-	3	-	326
Land improvements	230	-	-	-	230
Library Materials (Note 16)	12,334	1,421	1,610	-	12,145
Shelving	1,031	-	3	-	1,028
Vehicles	250	-	-	-	250
2024 Totals	\$ 33,622	\$ 2,152	\$ 2,107	\$ -	\$ 33,667
2023 Totals	\$ 33,977	\$ 2,192	\$ 2,547	\$ -	\$ 33,622

REGINA PUBLIC LIBRARY BOARD

Notes to the Consolidated Financial Statements

Year ended December 31, 2024

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)
2024				
Buildings and leasehold improvements	\$ 10,408	\$ 213	\$ -	\$ 10,621
Furnishings and information technology	2,114	648	491	2,271
Land improvements	109	11	-	120
Library Materials	6,254	1,530	1,610	6,174
Shelving	475	28	-	503
Vehicles	155	23	-	178
2024 Totals	\$ 19,515	\$ 2,453	\$ 2,101	\$ 19,867
2023 Totals	\$ 19,453	\$ 2,609	\$ 2,547	\$ 19,515

The Library purchased and expensed works of art of \$5,300 during the year (2023 - \$3,000).

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 2024 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.

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:

	2024 (000's)	2023 (000's)
Appropriated surplus:		
Operating reserve	\$ 2,219	\$ 1,841
Central Library development reserve	18,563	18,246
Branch libraries development reserve	3,409	1,900
Building maintenance reserve	830	639
Shelving, Furniture & Equipment reserve	260	58
Technology reserve	1,173	1,173
mâdawêyatitân centre reserve	100	50
Fleet reserve	167	137
Dunlop art projects reserve	80	109
SILS	611	585
	27,412	24,738
Obligations to be funded from future revenues:		
Employee benefits obligations	(518)	(555)
Investment in tangible capital assets	13,800	14,107
Unappropriated surplus	50	36
Accumulated surplus	\$ 40,744	\$ 38,326

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)
2025	\$ 350	\$ 221	\$ 3,363	\$ 3,934
2026	356	221	582	1,159
2027	356	110	249	715
2028	356	-	17	373
2029	356	-	2	358
Total payments	\$ 1,774	\$ 552	\$ 4,213	\$ 6,539

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:

	2024 (000's)	2023 (000's)
Statement of Financial Position		
Financial assets	\$ 3,332	\$ 3,167
Financial liabilities	677	650
Net financial assets	2,655	2,517
Non-financial assets:		
Prepaid expenses	364	355
Accumulated surplus	\$ 3,019	\$ 2,872
Statement of Operations		
Revenue	\$ 1,428	\$ 1,406
Expenses	1,281	1,239
Surplus	\$ 147	\$ 167

11. INVESTMENT IN GOVERNMENT PARTNERSHIPS (continued)

The financial statements shown are proportionately consolidated with the Library financial statements at 21.88% (2023 – 21.62%) representing the Library’s interest in SILS. After eliminating inter-company transactions, the following amounts have been included in the consolidated financial statements:

	2024 (000's)	2023 (000's)
Statement of Financial Position		
Financial assets	\$ 718	\$ 674
Financial liabilities	137	129
Net financial assets	581	545
Non-financial assets:		
Prepaid expenses	80	76
Accumulated surplus	\$ 661	\$ 621
Statement of Operations		
Revenue	\$ 252	\$ 247
Expenses	215	211
Surplus	\$ 37	\$ 36

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, 2024, SILS plans to continue operations for the foreseeable future.

11. INVESTMENT IN GOVERNMENT PARTNERSHIPS (continued)

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

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

	2024 (000's)	2023 (000's)
Tangible Capital Assets	\$ 31,550	\$ 32,679
Statement of Operations		
Revenue	\$ 28	\$ 17
Expenses	896	833
(Deficit)	\$ (868)	\$ (816)

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 (2023 – 5.79%) and 5.7% of operating revenue and expenses (2023 – 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:

	2024 (000's)	2023 (000's)
Tangible Capital Assets	\$ 1,827	\$ 1,892
Statement of Operations		
Revenue	\$ 2	\$ 1
Expenses	131	126
(Deficit)	\$ (129)	\$ (125)

Included in the Library’s partnership share of expenses is amortization relating to the māmawēyatitān centre building for \$65,391 (2023 – \$68,015).

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% (2023 – 8.8%) of their earnings below the CPP maximum and 13.1% (2023 - 13.1%) of earnings above the CPP maximum. The Library contributed 9.8% (2023 - 9.8%) of their earnings below the CPP maximum and 14.6% (2023 – 14.6%) of earnings above the CPP maximum.

12. PENSION AND BENEFIT PLANS (continued)

The financial statements as at December 31, 2023 indicate the plan had a surplus of net assets available to pay accrued pension benefits of \$165,658,000 (2022 – \$65,531,000). 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 \$1,253,000 (2023 - \$1,191,000) 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, 2023 indicate a surplus of net assets available for benefits of \$22,199,000 (2022 - \$26,833,000).

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 (2023 - 0.46%). The Library recorded disability premium costs of \$54,000 for the year (2023 - \$51,000).

14. EXPENSES BY OBJECT

	2024 Budget (000's)	2024 (000's)	2023 (000's)
Wages, benefits and honoraria	\$ 16,604	\$ 16,206	\$ 15,625
Purchased goods and services	9,440	8,763	8,423
Interest	10	21	24
Accretion	20	21	21
Amortization	2,204	2,453	2,609
	<u>\$ 28,278</u>	<u>\$ 27,464</u>	<u>\$ 26,702</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:

- Marketing and Communications
- Community Engagement and Programming

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:
- People and Culture
 - 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
 - Planning and Research
 - Development
5. Governance – The Library is governed by a publicly appointed board of directors.

16. LIBRARY MATERIALS

	2024 Budget (000's)	2024 (000's)	2023 (000's)
Books	\$ 1,225	\$ 1,215	\$ 1,286
DVDs	204	171	213
Sound recordings	48	35	45
	<u>\$ 1,477</u>	<u>\$ 1,421</u>	<u>\$ 1,544</u>

Purchases of serials/periodicals of \$104,000 (2023 - \$108,000) and digital content of \$1,239,000 (2023 - \$1,148,000) were expensed during the year.

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:

Year	Amount
2025	277,880

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.

Leadership Team

Jeff Barber, Library Director and CEO

Amber Christensen, Executive Director
Central Library

Kimberley Hintz, Executive Director
Branch Libraries

Curtis Smith, 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

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

Jeff Demitor, Director
Digital Service Innovation

Alyssa Fearon, Director/Curator
Dunlop Art Gallery

Colleen Hawkesford, Director
Marketing and Communications

Audrey Sanders, Director
People and Culture

Brian Klenk, Director
Facilities Infrastructure and Services

Millicent Mabi, Director
Community Engagement and Programming

Kate Scheurwater, Director
Development

2024 Board of Directors



MARJ GAVIGAN

Chair
Continuing



CARLY ROMANOW

Vice Chair
Continuing



MAYOR SANDRA MASTERS*

Continuing



COUNCILLOR BOB HAWKINS**

Continuing



OLAJUMOKE ONI

Continuing



CINDY KOBAYASHI

Continuing



CHERYL ZANKL

Continuing



KRISTI YEE

Continuing



PIPER NEW

Continuing

**Mayor Chad Bachynski elected November 2024*

***Councillor David Froh appointed to Board effective November 2024*

Notes:

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