



# ANNUAL REPORT 20 25





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# Year-at-a-Glance



**13,089** NEW LIBRARY CARDS ISSUED



**2,358,418** PHYSICAL & DIGITAL ITEMS CIRCULATED/STREAMED



**8,331** FILM SCREENING ATTENDANCE



**1,466,321** VISITS TO RPL LOCATIONS



**3,253** TOTAL DIGITAL MEDIA STUDIO BOOKINGS



**153,494** PUBLIC COMPUTER SESSIONS



**5,409** PROGRAMS DELIVERED



**115,475** PROGRAM ATTENDANCE

# Letter from the Chair and CEO

“Regina Public Library continues to grow as a visible, trusted, and irreplaceable anchor in our community.”

2025 was a busy year with lots of exciting projects:

- We advanced the Central Library Renewal project and have identified developers to move forward with our selection process.\*
- We opened our new Operations Centre, to provide further space for our collection and decentralize some of our services. This allows us to mitigate risk in the event Central Library has to be temporarily closed due to a heating or electrical issue.
- We began the process of refreshing and transitioning our prairie history materials into a more visible location at Central Library. New materials will be added to better represent Treaty 4 history.
- We offered some exciting events in 2025:
  - We hosted Randy Boyagoda, the University of Toronto’s Civil Discourse Advisor, who spoke about the importance of finding common ground in any conversation;

- Jeopardy! champion and CBC host Mattea Roach moderated a discussion about navigating today’s media landscape; and
- Retired Supreme Court Justice Beverley McLachlin talked to the community about her life and the law.
- In late 2025 we introduced a new strategy map spanning 2026 to 2028. This road map identifies the high-level goals the Board aspires to achieve in the next three years.

We would like to thank our Board of Directors, partners, and community supporters for their continued guidance and advocacy, and extend our sincere appreciation to the staff whose professionalism and enthusiasm make our successes possible.

Together, we are building a library that is recognized, trusted, and valued as a cornerstone of our community.

We are looking forward to what 2026 brings for the library.

**Marj Gavigan and Jeff Barber**



**Jeff Barber**  
Library Director and CEO



**Marj Gavigan**  
Chair, RPL Board of Directors

\*On March 25, 2026, City Council voted to recognize that there is currently not enough debt room to proceed with the Central Library Renewal Project. The 2025 Annual Report was written before this recognition and reflects our plan and progress as of the end of 2025. In 2026, the RPL Board of Directors will consider its options for Central Library Renewal.

# Corporate Governance

## Reporting

The Regina Public Library Board of Directors 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 Regina Public Library's (RPL) operations is delegated by the Board of Directors to the Library Director and CEO.

## Board of Directors

The Board of Directors 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 of Directors 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.

## Leadership Team

**Jeff Barber**  
Library Director and CEO

**Amber Christensen**  
Executive Director  
Central Library

**Kimberley Hintz**  
Executive Director  
Branch Libraries

**Nancy MacKenzie**  
Executive Director  
Customer Experience

**Kevin Saunderson**  
Executive Director  
Service Innovation

**Curtis Smith**  
Executive Director  
Finance and Strategy

**Geoffrey Allen**  
Director  
Collections

**Robert Borges**  
Director  
Information Technology

**Jeff Demitor**  
Director  
Digital Service Innovation

**Colleen Hawkesford**  
Director  
Marketing and Communications

**Brian Klenk**  
Director  
Facilities Infrastructure and Services

**Wendy Peart**  
Director/Curator  
Dunlop Art Gallery

**Tanya Rogoschewsky**  
Director  
Community Engagement and Programming

**Audrey Sanders**  
Director  
People and Culture

**Kate Scheurwater**  
Director  
Development

## 2025 Board of Directors

\*Danae Lemieux appointed to Board effective July 2025  
\*\*Kristi Yee resigned effective May 2025



**Marj Gavigan**  
Chair  
Continuing



**Carly Romanow**  
Vice Chair  
Continuing



**Mayor Chad Bachynski**  
Continuing



**Councillor David Froh**  
Continuing



**Cindy Kobayashi**



**Danae Lemieux**  
Continuing\*



**Olajumoke Oni**  
Continuing



**Michael Redenbach**  
Continuing



**Kristi Yee\*\***



**Cheryl Zankl**



# Management Discussion and Analysis

The Management Discussion and Analysis (MD&A), the responsibility of RPL management, provides explanation of our core business and strategy and explains the financial position and results of operations for the year ended December 31, 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 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.

Everyone is welcome at the library.

Ours is a democratic space, and we champion and uphold the principles of intellectual freedom, and the right to seek, receive, and share information and ideas.

We offer thousands of programs, art exhibitions, film screenings, and cultural events each year, as well as access to the latest digital technology. We create safe and welcoming spaces where people feel free to study, work, meet with friends, or simply sit quietly with a favourite book.

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.

RPL locations received more than 1.4 million visits in 2025. 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.



# Community Impact

RPL's 2022-2025 strategic plan was guided by our aspiration: social vitality and economic prosperity for the people of Regina. This means that everything we offer, everything we do, every decision we make, is made with the community in mind. We strive to always ask ourselves how our programs and services can benefit all residents of Regina.

We know that the people of Regina love their library. Our data shows that the people of Regina also use their libraries. In 2025, more than 50% of Regina residents were active library users and more than 13,000 new library cards were issued. With more than 1.4 million visits to library locations, almost 2.4 million items borrowed or streamed, and more than 115,000 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 grow and change.

For example, digital items continue to increase in popularity, and we are responding by allocating additional funds to address the demand. Ebooks, audiobooks, and online magazine borrows increased 11% from 2024 to 2025.

We continued work identified in our Indigenous Services Strategy to provide culturally responsive library services to all residents of Treaty 4. The strategy drives improvements to services for Indigenous peoples through decolonization and

fostering cross-cultural awareness for staff and customers.

- In 2025, we expanded the Indigenous Storyteller in Residence program, furthering the library's reach in connecting individuals and organizations to Indigenous traditional knowledge and history through stories.
- We partnered with other organizations to host events that celebrate, honour, and raise awareness of Indigenous peoples' experience, traditions, and culture.
- We continued to offer weekly smudging in the Community Commons at Central Library, which provides an opportunity for Indigenous and non-Indigenous people to learn about Indigenous cultural practices. This program reached nearly 2,000 people in 2025.

Our programming continues to have positive impacts on the community. In 2025, total attendance for all programs exceeded 115,000. Many of our programs bring together various segments of Regina's population who can learn from each other. For example, Open Mic Night: Peace and Power attracts a diverse audience of newcomers, Indigenous people, and artists who share their poetry, spoken word, music, and more.

We are responding to Regina's changing community by building partnerships that help us reach more people in the community. In 2025, RPL partnered with 52 community organizations, including the Regina Floral Conservatory, Saskatchewan Health Authority, CC RezQs Regina, the Law Society of Saskatchewan, the City of Regina, Regina Meditation, and YMCA of Regina. Through these partnerships, RPL both meets the needs of Regina's diverse population and achieves mutually strategic goals with our partners.

We continue to work towards greater collaboration with our community by continually monitoring the changing needs of our customers and engaging partner organizations to meet those needs. The 2026-2028 Strategic Plan will guide our work as a valuable, strategic partner that enables learning, literacy, connection, and well-being.



# Economic Impact

RPL positively contributes to the economic health of Regina. We do this through the value of our programs, services, and materials that our customers benefit from as they access them, which we offer either for free or on a cost-recovery basis.

- In 2025, customers saved approximately \$24.2 million just by borrowing physical library materials (e.g., books, CDs, DVDs).
- We offer a variety of career and professional development services with significant benefits for customers:
  - We facilitated 255 one-on-one resumé and job coaching sessions in 2025, supporting Regina residents in reaching their career goals and saving them a combined \$13,000 in estimated service fees.
  - Nineteen individuals who accessed these services reported securing new jobs, with a combined annual income of about \$1 million being put back into the local economy. These individuals secured jobs as care aides, HR payroll administrators, accountants, business analysts, and sonar operators, among others.
  - Approximately 2,400 individuals in total benefited from library programs and community outreach initiatives focused on career development, personal finance, and business services.
  - We offer free access to LinkedIn Learning. In 2025, more than 3,100 people took advantage of this service, equating a combined total savings of almost \$1 million to our customers. LinkedIn Learning remains our most frequently accessed digital learning service.
- We also offer customers free access to news and current events resources including *The New York Times*, world newspapers through PressReader, Gale Courses, Mango Languages, and special interest and news documentaries on Kanopy.

A healthy downtown creates valuable revenue for the City by the tax it generates. RPL plays a critical role in supporting downtown revitalization because our free programs and services attract people to the

city centre. Many visitors to Central Library couple their visits with 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 2025, Central Library had almost 400,000 visits. Nearly one quarter of all RPL cardholders list Central Library as their home branch, meaning a significant number of people are visiting downtown Regina because of the library.

The George Bothwell Branch at Southland Mall received over 300,000 visits in 2025. An ad hoc study in 2024 determined that about half of those customers exited directly into the mall, meaning that Southland Mall received about 150,000 shoppers who came directly from the library.

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.



# Efficiencies

RPL is committed to continue its role as effective stewards of the public’s money. We look for opportunities to improve business practices, streamline work processes, and find efficiencies. Acting on these opportunities allows us to continue supporting community need through exceptional library services.

We strive to maintain a balance between ensuring we have the resources we require but without significant increases for taxpayers. In 2025, RPL was able to reduce its 2026 mill rate request from approximately 6.5% to 3.85%, an equivalent of over \$700,000 in savings.

RPL continuously looks for better ways to do its work. Examples of recently identified efficiencies include:

- **Public computer reservation and printing management system:** we transitioned to a new system that simplifies the customer experience and reduced staff time previously needed to support customers. The new system is more

intuitive for customers and requires fewer steps to access printing and reserve public computers. It also enables RPL to offer free printing for customers. A pilot program gave every RPL customer a monthly allocation of \$2 in free printing. The results of this pilot will be further reviewed and evaluated in 2026. Free printing especially benefits our vulnerable customers, as they will be able to print government forms, job applications, and other important documents for free.

- **Tutor training:** we updated our tutor training events to allow for more efficient training that will, in turn, better support literacy tutors and their learners.
- **Digital workplace:** we continually evaluate and leverage technology platforms to establish internal efficiencies. In 2025, we began using Copilot, Microsoft’s AI tool, to support administrative work. Evaluation of this tool will be done in 2026.



# Library Renewal

## Central Library Renewal Project

RPL advanced the Central Library Renewal project through 2025.

We released a Request for Qualifications in October 2025 to assess potential developers and create a shortlist of developers we would invite to respond to a Request for Proposals (RFP) in 2026.

The current Central Library building continues to pose significant risks to our operations. As such, RPL moved its processing and shipping functions offsite into a new Operations Centre (OC) in 2025. A portion of the Central Library fiction and non-fiction collections were also relocated to the OC – still available to the public but housed offsite.

This helps mitigate risk that could impact Regina’s library system and other libraries across the SILS consortium.

With the move of some of our materials to the OC, RPL was able to refresh aspects of Central Library, including the main floor layout, improved shelving, and updates to staff offices.

## Branch and Service Points Master Plan

Work began in 2024 to determine potential changes to our branch and service points system to improve library services across the city.

This work continued in 2025 with work on a preliminary capital plan that will guide our branch and service point changes over the next five years.

As part of this work, we reviewed the current Branch Libraries Development reserve and began identifying financial and organizational capacity requirements. We also considered whether future decisions about Central Library Renewal will impact branch requirements. This work will be completed and submitted to RPL’s Board of Directors for their consideration in 2026.



# Safety and Security at Central

Safety and security for staff, customers, and the community remains a primary focus for RPL. Like all urban public libraries in Canada, RPL is responding and adapting to a changing urban landscape and the evolving needs of our community members. This is particularly evident at Central Library and Albert Branch, which continue to see an increasing number of visitors experiencing complex mental health issues, addictions, housing instability, and food insecurity.

RPL has developed a strong foundation and approach to safety and security. Since 2023, we have contracted security services with Commissionaires at Central Library. In 2025, we expanded this presence to other select locations, including Albert Branch. We also started a pilot project in 2025 providing a limited security presence at five additional locations where the Commissionaires security team is scheduled for a total of 90 hours per month. This pilot project is to assist with safety during closing procedures.

Additionally, contracted services for Library and Outreach Crisis Workers (LOCW) at Central Library, through Family Service Regina, have continued since 2023. This program was expanded as a pilot, in partnership with the City of Regina, to Albert Branch. The LOCW team, in collaboration with frontline staff and the security team, provides immediate support for customers experiencing in-the-moment crises and assists with community resource navigation.

Together, Commissionaires and Family Service Regina help us implement a multi-faceted approach to addressing our safety and security challenges by making sure our customers have their diverse needs met through actions like referrals to external stakeholders and the deployment of nasal Narcan to combat overdoses. Formal evaluation of our contracts with Commissionaires and Family Service Regina will be done in 2026 to examine the impacts of these partnerships on safety and security at Central Library.

RPL continues to maintain other important partnerships to help our customers with diverse needs. Addressing some of these needs may be outside the regular scope of our work and by having these partnerships, customers who may be experiencing distress or issues can be referred to appropriate service providers. These service providers include mental health supports through Thrive Rapid Access Counselling; legal assistance through Pro Bono Law and the Law Society of Saskatchewan; and Indigenous cultural supports through Reverend Elder Deb Anderson Pratt of Regina Native Outreach Ministry, and Phyllis Littlelent, a Treaty 4 Knowledge Keeper.

Ensuring our staff members are prepared is core to our safety and security efforts. RPL's Safe and Welcoming Specialist, a position established in 2023, continues to provide direct support, staff training, and coaching. In 2025, the Safe and Welcoming Specialist implemented ongoing, formal, and accredited de-escalation training,

ensuring all frontline staff members receive this training within six months of employment.

In 2025, RPL partnered with Regina Police Service (RPS) to establish lockdown procedures. These procedures will help ensure that staff members and our customers remain as safe as possible in the event of emergencies. As a result of our new procedures, staff are more prepared to handle emergencies.

The library is where people often turn when they are in need. Through our efforts to create a safe and welcoming space where we connect customers with the help they need, by extension, we create a safer and more welcoming city.



# Risk Management

RPL operates in an environment subject to a variety of risks and uncertainties that could affect the achievement of our Strategic Plan, 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 of Directors.

Our 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 we do not realize funding due to growth in the tax roll. Capital renewal requirements at RPL are considerable, and there is a risk that we cannot raise sufficient funds to meet these requirements. If we want to grow and expand our 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, we have 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 dollars.



## Infrastructure Risk

We continue to identify needed infrastructure investment, partnership, or both, in order to meet the library's need for physical service spaces now and into the future as part of the Branch and Service Points Master Plan (discussed on page 11). This work will continue through 2026 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 – we also face risk at Connaught Branch. The building is old and the boiler may require replacement in the next few years. Connaught Branch is the only RPL location that is not accessible to all people. The cost to address these issues at Connaught Branch would be significant.

Populations served by Sherwood Village and Sunrise Branches continue to increase. Plans must be made to meet the needs of these expanding communities. We 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 competes with other employers both locally and nationally to fill key positions including professional-level librarian and non-librarian roles. An added complication is that the local pool of professional librarians, who are required for the majority of RPL's supervisory and management positions, is very small and most current staff have been sourced from outside the province in the past. To mitigate risks associated with recruitment, RPL has positioned itself as a forward-thinking, progressive workplace that has a strong connection with our community and invests heavily in ongoing staff development. By facilitating an environment of purpose and shared success with our customers and staff, and by providing extensive opportunities for professional development and leadership training, while also continuing to monitor our total compensation plan, we are working to attract well-matched external candidates and support staff 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 continues 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 interest. 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 2022-2025 Strategic Plan

Regina Public Library's commitment to our community remains strong and is demonstrated by our strategic actions. In 2025, we completed the 2022-2025 strategic plan, which provided direction for the organization's priorities, and was shaped directly from our aspiration, purpose, strategic imperatives, and organizational values.

Led by the RPL Board of Directors, the 2022-2025 plan captured recurring themes voiced by the community, envisioned a desired future, and defined actions required to achieve that future. It defined the RPL experience – our promise of what customers and the community can expect from their library.

Following the completion of the 2022-2025 strategic plan, the Board of Directors, in collaboration with the library leadership team, developed a new strategic plan. This new plan will guide our actions from 2026 to 2028 (more information on page 25).

The information on the following pages provides a snapshot of 2025's actions and results as we worked to achieve and deliver the 2022-2025 strategic goals. Note that, although many of the action items within the plan intersect and often will fit within more than one subsection, each action has been assigned to one subsection.

## 5.0 The RPL Experience

In 2025, RPL completed the final year of its 2022–2025 Strategic Plan with a continued focus on delivering the RPL Experience. The RPL Experience defined the standards for customer service across the organization and reflects RPL's commitment to providing services and spaces that are customer-centric, welcoming, exceptionally valuable, and enjoyable.

Throughout the year, the RPL Experience remained the lens through which services, programs, and spaces were delivered and assessed. The work to deliver the RPL Experience included a focus on service delivery and staff engagement. We continued to gather customer feedback about their experiences in order to measure and understand the library's impact.

### Service Delivery and Staff Engagement

In 2025, RPL focused on reinforcing a shared understanding of how individual roles and day-to-day work contribute to the customer experience. Leaders and staff members across the organization continued to embed standard expectations for service delivery, ensuring that customers received consistent, high-quality service regardless of location or service area.

Programs, services, and enhancements to spaces reflected the foundational principles underlying the RPL Experience by emphasizing accessibility, inclusivity, and value. These offerings supported learning, connection, and enjoyment for customers of all ages and backgrounds, reinforcing RPL's role as a welcoming community resource.

### Customer Experience and Feedback

Customer feedback gathered in 2025 continued to demonstrate strong levels of satisfaction with RPL's services, programs, and spaces. The results confirmed that the foundations established earlier in the strategic plan – particularly related to staff development, service design, and welcoming spaces continue to positively influence how customers experience the library.

## Measuring and Understanding Impact

RPL continued to use a range of tools to understand how customers interact with library spaces, programs, and services. In 2025, this included ongoing review of customer satisfaction information. We examined the data about how customers use library services and seating areas in our locations. We also continued to review customer feedback about our programs and the attendance for those programs.

The focus remained on strengthening decision making through existing data and reporting processes rather than introducing new measures. This approach supported accountability, continuous improvement, and responsiveness to community needs.

This work will inform what we do within the library's 2026–2028 Strategic Plan. The focus will broaden to include customers, partners and the broader community. The new Strategic Plan will continue to build on the strengths established by the RPL Experience.



#### 4.1.1 Operating expenses within board-approved budgets

Detailed monthly financial statements were sent to work unit managers and directors to track actual revenues and expenditures against their budgets. Over and under expenditures were carefully analyzed and explained so adjustments could be made as necessary throughout the year.

RPL continued the 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.

#### 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 in March 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 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 following 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 RPL Reserves Policy ensures there is a mechanism for RPL to fund future major purchases, to fund emergency expenditures such as building repair, and to balance effects of fluctuations in the budget and mill rate.

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 includes 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

Revenue-generating initiatives in 2025 focused on expanding annual support by engaging more donors, widening participation opportunities, and strengthening the consistency of RPL's outreach.

RPL secured approximately \$276,000 in community support, including donations, grants, and sponsorships.

We surpassed our donor acquisition target, welcoming 250 new donors and demonstrating increased visibility and connection with the community. As a result, our donor contributions in 2025 increased 38% over 2024.

Our first fully immersive fundraising event, Locked Library, attracted 180 participants and generated almost \$13,000 in gross revenue through a combination of ticket sales, sponsorships, donations, and on site fundraising activities.

With a larger and more engaged donor base, we enter 2026 with a more stable platform for annual fund development activities and the flexibility to build on emerging opportunities, including digital growth trends and new forms of community participation. This strengthened base of support will also help us build the community relationships and philanthropic engagement needed as Central Library Renewal progresses in the coming years.

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

In 2025, we focused on modernizing many of our technology-based services including printing, computer booking, and services and support from our website. We improved access, consistency, and convenience for customers, while providing staff with better tools and richer data to support future decision making.

We expanded mobile printing to all branches with a new public printing and computer booking platform that increased accessibility and convenience for customers and provided staff with improved tools to support and monitor public computer use. Printing activity rapidly increased by 34% over 2024.

RPL's website was enhanced and now features clearer navigation, redesigned service pages, improved search and discovery features, and a more intuitive help section. These upgrades laid the groundwork for further upgrades, such as AI-enhanced search tools, planned for release in 2026.

The advancements made in 2025 will support continued modernization, improve accessibility, and position the library for more improvements into 2026.

#### 3.1.2 Engage communities to ensure responsive programs and services

In 2025, we continued to monitor customer feedback to ensure that our programs and services are responsive to the needs of the community.



We increased access to digital literacy learning opportunities by offering Digital Media Studio (DMS) services outside of Central Library.

We installed a self-serve sound studio at Sherwood Village Branch in 2023 and expanded DMS programming. There was a 14% total increase over the previous year in DMS bookings across both the Central Library and Sherwood Village Branch locations; as well as a 65% increase in 2025 over the previous year in DMS workshop attendance. In response to this success, we plan to continue growing our workshop offerings in the future.

The Prairie History Room (PHR) houses materials unique to our local shared history. A 2023 report on the PHR noted the room and its collection were underutilized. RPL initiated a refresh of the space in 2025 and, as a result, relocated most PHR materials to a high-traffic area at Central Library, while others are available for recall on demand. This move will increase the accessibility of prairie history materials and allow us to redesign the former Prairie History Room to make it available for programming and public bookings.

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

RPL seeks to develop a culture of innovation that supports both small, incremental changes and system-wide transformations to improve operational effectiveness and the services we provide. We have also applied direct focus on several initiatives that support our foundational objectives for business process and customer service improvements.

Per above we established the Operations Centre (OC) to house central materials sorting, the Collections, Acquisitions, and Technical Services (CATS) team, and the Finance team. The OC functions as a centralized logistics hub, off-site materials storage, and the eventual home for an automated materials handling (AMH) system.

The storage capacity at the Operations Centre allows RPL to:

- house high-demand items so we can quickly fulfill customer requests;
- store seasonal materials when not in demand;
- reduce the need to store all materials in public spaces; and
- better display our collections and make items more discoverable.

A new public computer reservation and public printing management system was rolled out in 2025, which we have used to start a pilot program offering RPL card holders \$2 of free printing each month. This pilot is being used to evaluate a cost-neutral change that will simplify the printing experience for most customers and reduce staff workload to support public printing.



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

Renewing Central Library remains one of the Board of Directors' top strategic priorities. To find the best solution for renewing this vital facility, a public procurement process was developed that began accepting submissions from developers in Fall 2025. Developers who pass the Request for Qualifications (RFQ) are qualified to compete in a Request for Proposals (RFP), where pre-defined criteria are used to find the best solution. RPL has completed the RFQ process resulting in a shortlist of developers to participate in the RFP process.

In the meantime, several of RPL's sorting and processing functions were moved out of Central Library to the Operations Centre. This removed the potential for impacts to RPL's branch system, and other libraries in the province, should issues with aging building systems cause shutdowns at Central Library. The move of these services and some of Central's collection to the Operations Centre have also helped to spread out Central's remaining collections, making them more browsable and accessible.

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

RPL has undertaken significant community consultation, environmental scanning, and research into how people move around Regina to identify the ideal types and locations of RPL branches and service points as we think about the city's future growth. This is the work of the Branch and Service Points Master Plan, designed to look 10 years into the future in terms of our leased and owned branch spaces, renovations and expansions, and additional types of service points like kiosks and holds pick-up lockers.

In 2025, a consultant was engaged to look at the recommendations in the draft Master Plan and build a short-term capital plan for the Board's consideration. This includes reviewing RPL's current Branch Libraries reserve, the changes recommended in the draft Master Plan, and identifying financial feasibility to move forward. This work will continue in 2026.

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

In 2025, RPL continued to extend the library experience beyond our buildings by meeting residents where they live, learn, and gather. Staff participated in the University of Regina and Saskatchewan Polytechnic University welcome week fairs, helping new post-secondary students discover RPL services and resources, including our holds pick-up location at the U of R's Dr. John Archer Library. We continued our work with teachers in the city by participating in the annual Regina Teachers' Convention. This was an important opportunity for staff to meet directly with teachers, learn more about classroom needs, and promote RPL services and school supports. Library staff continue to work closely with schools across the city, offering in-person visits, library tours, and targeted programming.

RPL also delivered programs directly in community settings, responding to the needs of specific groups—from technology help and online resource presentations at seniors' residences to the ongoing Mainly Mother Goose program for teenage mothers at the Shirley Schneider Support Centre. Participation in job fairs and career events further allowed RPL to support residents seeking employment and skills development (see business services on page 32 and newcomers on page 33).

RPL continues to be a vital part of Regina's cultural life, participating in events such as the Queen City Pride Parade, the Cathedral Village Arts Festival, and I Love Regina Day. These events provide important opportunities to connect with both existing and new customers. RPL played a leading role in Canada Day celebrations, organizing the RPL Family Fun Zone on the Legislative Grounds and participating in both the Newcomers Picnic and the Tatanga Day gathering. The Family Fun Zone featured a lively Family Stage with multicultural, Indigenous, and children's entertainers, alongside hands-on learning experiences such as tipi demonstrations, a Métis Red River cart demonstration, and Indigenous art workshops.

We expanded our community reach by partnering with organizations such as the Royal Astronomical Society of Canada, the Saskatchewan Science Centre, Nature Regina, Regina Police Service, Regina Fire Department, and the Royal Canadian Navy. Our work in the community continues to raise the profile of the library and help Regina residents learn more about our many programs, services, and opportunities for learning and connection.

### 2.1.1 Leverage innovation and technology to continuously improve

Throughout 2025, we focused on building and supporting a culture that embraces innovation and supports change. We encouraged staff throughout the organization to identify and take action to improve efficiency whenever opportunities arise. We have also continued formal initiatives to support these objectives, such as progressing on the installation of the Automated Materials Handling system (see Strategic Initiative 3.1.3 on page 20).

In 2025, RPL continued to explore a variety of artificial intelligence (AI) tools and capabilities for staff use. This work initially focused on technology support and administrative areas where AI use in web development, cybersecurity, and functional research have shown early value.

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

In 2025, RPL continued to fine tune its planning, budgeting, and project management tools to ensure finances and projects are managed effectively.

We continued to listen to feedback from our staff and adjust our current templates, tools, systems, and processes.

As a result, budgeting and reporting processes continued to become more efficient. We improved payment times to vendors and achieved more accurate internal monitoring of budgets and expenditures.

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

In 2025, we sought to ensure that Regina's better understood the value of RPL as a community service and partner in Regina's success.

We have taken a formal and measured approach to establishing and building relationships in the community. Through a thoughtful and strategic alignment of stakeholder engagement, government relations, public relations, communications, and marketing, we are better able to identify and execute on opportunities to engage in proactive messaging and dialogue with key leaders, stakeholders, and the public. We are pleased with the results of these efforts and will continue to make strides in the years ahead by further refining processes and aligning RPL goals and objectives with others in the community.

The *Discover RPL* newsletter was created in 2022 as a means of sharing library news and events with customers and the public. Subscription sign-ups have increased each year since its inception, and 2025 was no exception. Subscriptions increased by 75% since 2024, demonstrating the continued value of the newsletter to the community, and their overall interest in keeping up-to-date on RPL programs and services.

Program newsletters provide lists of upcoming programs through categorized email subscriptions. Subscriptions to the program newsletter offerings increased by 45% from 2024 to 2025. While the number of new subscribers is climbing, overall subscription rates remained low, so we are considering additional promotions to increase awareness of RPL programs in the community.



In 2025, we reviewed and enhanced our promotions evaluation tool to assess campaign outcomes. Most campaigns were successful in reaching their target audiences, with only about 10% of our small campaigns being flagged as ineffectual and/or unnecessary.

## 2.1.5 Advance and diversify fund development

RPL advanced and diversified its fund development efforts in 2025 through engagement, stewardship, and continued emphasis on accessible giving opportunities. RPL achieved a 60% donor retention rate compared to an industry benchmark of 43%, according to Fundraising Effectiveness Project data from 2024. Our high donor retention rate reflects strong relationships and consistent communication with supporters. Our donors are choosing to stay engaged year over year, creating a more stable base of supporters for future initiatives.

Online giving continued its upward trajectory, with the average online gift increasing by 30% and online gifts transactions increasing 15% over 2024. This resulted in the highest total received from online gifts in RPL's history, demonstrating growing donor comfort and confidence in digital giving options.

Donations, sponsorships, and grants were allocated to specific RPL focus areas including programming, collections, services, the Dunlop Art Gallery, and the RPL Film Theatre. The Central Library Renewal fundraising campaign continues to progress, with unrestricted gifts being allocated to the Central Library Renewal reserve in accordance with the Reserves Policy (discussed in 4.2.1 on page 18). Alongside these efforts, RPL participated in a new partnered sweepstakes pilot designed to build reliable monthly revenue. While results will begin to materialize in 2026, this pilot reflects RPL's commitment to exploring additional, sustainable funding streams.

Together, these developments strengthened the diversity and resilience of RPL's fund development program and provided a strong base for continued growth in 2026.

## 1.1.1 Develop leadership capacity

RPL is committed to building strong leadership across the organization. We need leaders who embody our mission, vision and values, who inspire and coach knowledgeable, empathetic, and user-focused teams, and who are prepared to take on greater responsibility as opportunities arise.

To support this initiative, RPL has embedded essential competencies, skills and behaviors into recruitment, orientation, performance planning, and all development and training activities. *Our Leadership Essentials* training, developed in 2024, will continue to be provided to all managers and supervisors. Four supervisors transitioned into manager roles in 2025, demonstrating the successful results of our training efforts.

## 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

These three blocks were combined in 2024, prioritizing initiatives that would meet objectives identified in all three blocks. A Leadership Team training session in October helped leaders reflect on the success of bringing brand to their units and to further engage staff and support them as we prepare to roll out the new 2026-2028 strategic plan.

Our People and Culture unit continued to refine tracking and reporting methods for staff training to ensure required training is delivered and documented consistently across the organization.

The 2025 Staff Development Day was an important opportunity for all RPL staff members to learn more about our organizational values of diversity and intellectual freedom. This event helped all staff members recognize the connection between intellectual freedom and the increasing need for media literacy skills. The sessions during the event empowered employees to understand their role in promoting a more inclusive workplace, where everyone feels safe, valued, and heard.

To foster an environment of shared success, staff are encouraged to recognize each other's accomplishments and contributions at work. This environment is supported through visible and accessible channels, such as gratitude boards and Viva Engage. Posts by RPL staff members on Viva Engage praised their fellow colleagues for their clever displays, programs, and innovative customer service. Staff posted photos of our inspiring and beautiful spaces, including newly

installed branch murals at George Bothwell and Regent Place Branches.

We explored opportunities to further our culture of recognition by identifying areas on the staff intranet where this can be done and reviewing formal Staff Recognition Guidelines. This work will continue in 2026.

Together, these activities reinforced shared purpose, strengthened connections between brand, culture, and service delivery, and contributed to an environment in which staff felt recognized for their contributions to the RPL experience.

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

RPL continues to improve its equity, diversity, and inclusion (EDI) efforts. 2025 was dedicated to reviewing the results of the 2024 staff survey about EDI in the workplace. An action plan is being developed to support the implementation of an EDI framework in 2026. The analysis of this data will ensure that our next steps are supported by the results of the staff survey.

Also in 2025, RPL focused on the ongoing integration of the Indigenous Services Strategy into daily operations. These sustaining efforts ensure that the culturally responsive services launched in previous years become permanent fixtures at the library and continue to maximize our community impact.

## 1.1.5 Ensure public accountability in governance practices

The RPL Board undertook a thorough Board Evaluation in 2025 with targets and actions for improvement on key areas such as board competencies, self-assessment, time management, diversity and experience, and training and development. Additionally, the Governance Committee worked on a new General Bylaw, contextualizing the RPL Board within relevant legislation. The Board worked on the new Strategic Plan for 2026-2028 throughout the year. The new plan calls for the Board to focus on relationship building and good governance practices.

# 2026-28 STRATEGIC PLAN

Led by RPL's Board of Directors, the 2026-28 strategic plan is guided by

our aspiration, mission, 10-year vision, values, and strategic imperative.

## OUR ASPIRATION

Welcome home. Canada's most livable city - more time, connection, and opportunity. You Belong.





## 10-YEAR VISION

Regina Public Library is valued by all people of Regina. We are a visible, trusted, and irreplaceable anchor in our community.

## OUR MISSION

Regina Public Library provides accessible opportunities for the community to engage with information through resources, programs, and expertise. We invest in welcoming spaces, technologies, and partnerships to enable learning, literacy, connection, and well-being.

## OUR VALUES



- Intellectual Freedom**  
We champion the freedom to seek, receive, and impart information and ideas.
- Inclusion**  
We commit to diversity and access for all.
- Service**  
We apply our knowledge and expertise to provide service excellence in everything we do.
- Curiosity**  
We inspire ingenuity, innovation, and the pursuit of information and learning.
- Responsibility**  
We uphold high standards of accountability and governance.

## STRATEGIC IMPERATIVE

Our most important measure is Customer Satisfaction




## STAKEHOLDER IMPACT

- Customers**  
"RPL meets my needs, and I belong."
  - Partners**  
"RPL is a valuable, strategic partner."
  - Community**  
"RPL is important to Regina."
- 
- 

## FINANCIAL ACCOUNTABILITY

- Maintain operating expenses within approved budget
  - Build capital reserves for asset upgrades and development
  - Expand and diversify sustainable revenue sources
- 
- 

## THREE-YEAR DELIVERABLES






- Customer Service**  
Enhance RPL's customer service experience through clear service standards, skilled and knowledgeable support, intuitive digital tools, and equitable access to emerging technologies.
- Collections**  
Strengthen and showcase dynamic, diverse collections that balance digital and physical formats while aligning with local interests and provincial system needs.
- Spaces**  
Evolve and optimize library spaces to support material flow, service delivery, placemaking, and long-term infrastructure renewal.
- Community Programming**  
Refine programming strategies and partnerships to better engage audiences, and align with community needs, and measure impact.
- Reputation & Awareness**  
Build public trust and recognition through engagement, strategic communications, and increased awareness of the library's value.
- Dunlop Art Gallery**  
Deepen community engagement through the Dunlop Art Gallery by aligning with RPL strategies and expanding access for local audiences.

## OPERATIONS & ORGANIZATION

- Strengthen Financial Stewardship**  
Enhance financial systems and decision-making to better support collaboration, maximize value, and align with strategic priorities, including provincial resource-sharing obligations.
- Enhance Organizational Effectiveness Through Data and Project Management**  
Advance data-informed decision-making and project management maturity to drive accountability, continuous improvement, and alignment to strategic goals.
- Grow Fundraising Capacity and Public Support**  
Develop a long-term philanthropic strategy and expand fundraising efforts to elevate RPL's profile as a charitable organization.
- Foster a Thriving, Inclusive Workplace**  
Cultivate a diverse, equitable, and engaging organizational culture by implementing strategic approaches to recruitment, development, training, and retention.

## GOVERNANCE EXCELLENCE

Strengthen RPL's governance by supporting executive leadership, implementing a sustainable governance model, enhancing collaboration with the City of Regina, and champion public awareness of RPL's role and impact.

# Serving Regina Every Day

## Highlights

### Central Library

Central Library is the hub for Regina’s library system. It’s a civic gathering place where the community comes together for arts, culture, and the sharing of ideas and information.

People from every ward in the city visit Central Library. In fact, 22% of RPL card holders identified Central Library as their home branch in 2025. There were almost 400,000 visits to Central Library in 2025 — surpassing the next busiest branch by about 100,000 visits.

Central is an active destination for high-impact cultural events, hosting 28% of all system-wide program attendance. In 2025, events hosted at Central included cultural celebrations such as Lunar New Year, a community forum about downtown safety and security, and a panel discussion about the thriving arts and culture scene in downtown Regina.

Central Library is an important space for civil discourse and cultural connection. On a weekly basis, customers can enjoy art exhibitions, take part in a smudging ceremony with an

Indigenous Elder or Knowledge Keeper, or join a conversation circle to practice their English-speaking skills.

Our downtown location plays a significant role in bridging Regina’s digital divide for vulnerable communities who don’t have reliable access to computers or internet. In 2025, there were more than 53,000 public computer sessions, which is more than double the number of the next highest branch. Central Library’s public computers are an essential service for those who need to search for jobs, apply for housing, and access vital government services.

In addition to public computers, Central is also the home to one of RPL’s Digital Media Studios (DMS), where customers can produce their own podcasts, videos, music, and more. There were over 2,300 bookings in Central’s Digital Media Studio, which is about 12% more than the previous year. Workshop attendance in the Digital Media Studio also increased by 65% in 2025. These outcomes were the result of a concerted effort over the past few years to increase customer use of the DMS and give everyone access to the digital world at Central Library.

## Branches

RPL’s branch system serves Regina’s diverse community from eight locations across the city.



Branch libraries focus on serving their surrounding neighbourhoods and communities. The branches provide convenient access to books and magazines, engaging programs for customers of all ages, and inspiring spaces to meet, study and read. Our branch staff are well versed in library offerings and enjoy introducing customers to their next great read.

Branches connect customers to services such as REACH’s Good Food Box program, which is available at five locations. They host community events like Driven to Read, an event that brought over 1,000 visitors to the Glen Elm Branch in May. You’ll find customers engaged in many activities when you visit a branch. People can be seen recording songs or podcast content in the Self-Serve Sound Studio at Sherwood Village, exploring the latest installation in the Creation Cube at George Bothwell or attending Mainly Mother Goose programs with their babies at Regent Place.

In 2025, we opened five new seminar rooms at Sunrise Branch. These rooms make it possible for customers to find a quiet space in an otherwise bustling and at times, noisy branch. The seminar rooms at Sunrise Branch were booked almost 1,300 times in 2025, totaling about 2,200 hours. Students use these rooms for group projects or to study for exams, newcomers connect with family back home through videoconferencing, and tutors book the spaces for appointments with their learners.

We’ve implemented some initiatives at branches to address the safety and wellness needs of our customers and staff. A roving security model was implemented at five locations in June 2025. We’ve scheduled a total of 90 hours per month of security coverage between these branches to assist with some customer interactions and closing procedures. Feedback has been positive and assessment of this program will be completed in 2026.



We began a pilot program in 2025 to place a social worker on site to support customers with complex needs at the māmawēyatitān centre, where Albert Branch is located. Based on the Outreach Workers service model available at Central Library, a social worker was hired to help community members access community and government resources available to them. We were also delighted to welcome the Saskatchewan Community Wellness Bus to the māmawēyatitān centre parking lot in September. The social worker on site, in combination with the healthcare providers on the Wellness Bus, helped many library customers access community programs and primary healthcare services.

Branches continue to be dedicated to making happy memories for customers. Connaught Branch held a Neighbourhood Bike Party in the summer where families came together to decorate and tune up their bikes before playing a few bike-related games. Smash Saturdays is a popular weekend drop-in program at George Bothwell Branch where children participate in a *Super Smash Bros: Ultimate* video game tournament.

The expansion of the Regina Symphony Orchestra: Free Library Concert Series to the branches continues to bring new audiences to the Symphony and to RPL. These free, family-friendly concerts were the two most highly attended programs at Sherwood Village branch in 2025. Sherwood Village Branch staff and customers also had fun painting a river of fish onto the branch sidewalk. The fish in the river were decorated by children attending the branch's Library Lemonade Stand program in August and inspired the garden-themed sidewalk mural you can see at Prince of Wales Branch.

“An older man from Saskatoon came to the desk to sign out a book. He sang the praises of our branch, from being in a mall, to the atmosphere and the general feeling of goodwill. We mentioned that he should also check out the Creation Cube and take part in the community art project. He contributed two stories and many smiles. He also spontaneously gave a cash donation!”

– RPL staff at George Bothwell Branch



“Wonderful program! On this cold freezing winter morning, we had a full room! The themes are fun and a great way to learn. We loved the bear theme. The movement breaks through dancing and music are perfect for the toddlers and kids! So glad to have a weekend program to bring my daughter to as I'm back to working during the week. Please keep offering this program at Connaught!”

– RPL customer at Connaught Branch

“The library concerts are such a wonderful way to be close to the music, which is always magnificent. I think that is a great way to bring and introduce more people to the RSO musicians and concerts. Thank you!”

– RPL customer at George Bothwell Branch

“An elderly customer who lives in the community stopped by to use the phone and warm up. She thanked us for having a public phone, as she does not have her own phone. She said she has to let her sister know she is okay, especially on days like today when it's -30 outside. She thanked us for always being so kind to her.”

– RPL staff at Prince of Wales Branch

“A young customer came in looking for a book on ethics for a school project. I made some other suggestions for her, including Michelle Obama's memoir. We talked about ethics, what she needed for her project, and how she was going to obtain the information that she needed from the book. She was very happy to take home the Michelle Obama book, and I noticed her father standing off to the side watching us. He thanked me personally for the time that I spent with his daughter looking for a helpful book.”

– RPL staff at Regent Place Branch

“Two little girls saw me in the children's area as I was walking by. One of them, being a little shy, was hiding a little behind the other and I heard her say quietly, “That's my library lady.” As I was at the holds shelf, I overheard, “She's good at telling our stories.” When I saw them, I realized she was one of the kids from the daycare I visit on behalf of the library to read stories.”

– RPL staff at Sunrise Branch

## Other Service Points

Circulation through the holds pick-up location at the University of Regina's Dr. John Archer Library increased by over 30% from 2024. It also resulted in an increase of almost 50% in the number of active cards used for this campus service. This level of use exceeded our targets and confirms that customers who live and work on or near

campus appreciate the convenience of picking up their materials at the Archer Library. The service is mutually beneficial for RPL and the University of Regina. It's helped the University strengthen its connections with the community and allowed RPL to expand the physical reach of our customer experience.

## 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 2025 increased

by 66% from 2024. Every branch saw an increase, except for Connaught Branch, with the largest increase being at Sunrise Branch. The main reason for the large increase at Sunrise Branch is the creation of five seminar rooms at Sunrise branch, which accounted for almost 1,300 bookings in 2025.

Location	Number of Rooms (Seating Capacity)	Number of bookings in 2025*	Percentage change from 2024
Central Library	3 (22 to 40 chairs)	606	17%
Connaught Branch	1 (30 chairs)	93	-13%
George Bothwell Branch	5 (4 to 60 chairs)	3,381	53%
Glen Elm Branch	2 (30 to 50 chairs)	253	4%
Regent Place Branch	3 (4 to 80 chairs)	685	15%
Sherwood Village Branch	1 (80 chairs)	181	5%
Sunrise Branch	7 (4 to 150 chairs)	1,606	556%

\*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

Overall circulation remained steady from 2024 to 2025, while borrowing patterns continued to shift toward digital collections. Use of digital collections, which includes ebooks, audiobooks, comics, films, music, television shows, and magazines, increased by 11%; while adult print circulation declined by 6%. Overall print circulation still accounts for the majority of borrowing, 56% in all.

In 2025, we saw that DVD and CD use continued to decrease as streaming became more ubiquitous and fewer titles were released in this format. Streaming music and movies on the hoopla app increased by 9% and 3%, respectively; streaming music on Naxos increased by 90%; and audiobook use on Libby increased by 18%.

Children's print materials continue to be the foundation of the children's collection, with circulation remaining steady year over year. Demand remains strong, and multiple copies of popular titles are maintained across branches to ensure easy access for young readers.

Adult customers are embracing digital materials, but our print collection remains our largest and most valuable asset. More than half of all checkouts and renewals (65%) in 2025 were for physical materials (e.g., books, CDs, DVDs, etc.). Almost 80% of the checkouts for nonfiction materials were in physical format. Although demand for fiction in the ebook format is very high, digital platforms can't match the depth and breadth of what we can offer in physical format.

Audiobooks are now almost entirely digital, with 97% borrowed via our digital apps and only 3% in physical formats. The shift to digital audiobooks presents significant challenges for libraries. With few physical alternatives remaining, libraries face restrictive licensing terms, rising prices, and market consolidation dominated by large vendors such as Amazon and Audible. Metered licenses that expire after one or two years require ongoing repurchasing of popular titles at costs far exceeding consumer prices.

One of the ways that RPL is addressing these challenges and seeking to improve customer experience is by working together with other library systems in SILS to leverage our province-wide purchasing power. In 2025, shared subscription packages for high demand audiobooks allowed simultaneous use, eliminated wait times, and significantly reduced costs. RPL customers checked out these audiobooks more than 23,000 times at an average of \$0.43 a checkout, which is great value.

Declining demand for adult print materials along with competing priorities for limited library space have contributed to innovative approaches to managing physical collections. The opening of the Operations Centre in 2025 created space to store lower use materials, which freed up branch shelves for titles that address customers' immediate preferences while maintaining quick access to the broader collection. This work will continue in 2026 to ensure we maintain a broad and diverse collection and

provide easy access to the most popular materials at all library locations.

RPL is also developing merchandizing strategies to better promote and display our materials. The intention is to increase use of our materials and make it easier for customers to find what they're looking for. This work will be executed, evaluated, and refined in 2026.

## Other Library Materials

RPL's offerings also include practical, non traditional items that support learning, creativity, and respond to demonstrated community needs. These items are often offered in partnership with other community organizations. Examples include art rentals, birding kits, bike repair kits, book clubs in a bag, the Science Centre Discovery Pass, Regional Park Passes, musical instrument lending, and more.

Collectively, these items were checked out almost 6,300 times in 2025, a 10% increase over the previous year. These items' popularity means we will continue to explore opportunities in 2026 to expand the collection.

As part of RPL's commitment to Truth and Reconciliation, new *Read for Reconciliation* Book Club kits were introduced in 2025. These kits feature works by Indigenous authors and support learning and conversation around truth and reconciliation (see more about the library's Indigenous Services Strategy on page 36).



## Library Programming

In 2025, RPL continued to deliver programming across branches, online, and in community-based settings, while intentionally refining our approach to focus on impact, reach, and visibility. Programming efforts concentrated on large-scale events and expanded outreach initiatives designed to attract new participants, strengthen existing partnerships, and increase awareness of library services across the city. This shift reflects a strategic emphasis on innovating to meet the diverse needs of the community and connect with residents who may not already be regular library users. Together, these efforts supported meaningful engagement, broadened participation, and reinforced RPL's role as a place where the community can discover, learn, and connect.

The number of volunteers supporting RPL programming every month ranged from 205 to 273, reflecting the depth of our volunteers' dedication to the library. Volunteer roles include providing one-on-one tutoring, resumé and job coaching, and supporting community events, among other roles.

### Business Services

In 2025, Regina Public Library continued to play an important role in supporting local economic resilience. Attendance in career development, personal finance, and business services programs increased by 7%, reaching about 2,400 participants. Through a combination of one-on-one support, targeted programming, and community outreach, RPL helped residents build practical skills to navigate employment, finances, and entrepreneurship.

“I would like to take this opportunity to thank each of you for your amazing help! Sometimes being new in a city and not having any friends and family around make it more difficult to go through the job search process. Therefore, having help from you gave me a second boost of energy to continue searching and not being discouraged. Also, I have made all the resumé changes after our coaching session. Thank you again for your valuable advice, I really appreciate it. I really find our city public library AMAZING with all the services you are providing to the local community and family.”

– RPL customer

### Workforce Development

RPL's one-on-one resumé and job coaching services delivered meaningful outcomes for community members. In 2025, staff facilitated 255 individual sessions, saving residents an estimated \$13,000 in comparable private service fees. Beyond in-branch services, RPL staff also supported job seekers at community events and job fairs, providing on-the-spot application and resumé support to nearly 1,000 individuals across the city.

### Financial Literacy for Teens

RPL expanded its financial literacy work for teens with *Money Mission: Real Life Challenges*, (formerly *Game of Life*). *Money Mission* is an interactive activity that simulates real-life financial scenarios. Nearly 700 students participated from four local high schools. Through this program, the library acts as a community connector, uniting schools, financial institutions, government agencies, and local businesses to move financial literacy outside the traditional classroom. This program received very positive feedback from participants. Over 90% of participants found it useful and 81% of participants had an enjoyable experience.

“This helped me better understand how to spend in real life. Excellent. Thank you!”

– Participant, *Money Mission: Real Life Challenges* (formerly *Game of Life*)

### Community Engagement

In 2025, RPL expanded access to library services through outreach that brought learning, culture, and connection beyond library walls and into the community. RPL participated in major city events, festivals, and neighbourhood gatherings—including Tatanga Day, Queen City Pride, Cathedral Village Arts Festival, I Love Regina Day and Winter Wonderland at the Conexus Arts Centre. In 2025, RPL organized and hosted the RPL Family Fun Zone for the Canada Day celebrations taking place at the Legislative Building. We showcased Indigenous culture and talent at the Canada Day event with powwow singers and dancers, traditional Métis jiggling performances, and activities like tipi set up.

In addition to large public events, RPL staff connected directly with residents through school visits, daycare visits, and customized presentations at senior residences and community organizations. Through this work, RPL reached thousands of residents who may not otherwise engage with the library, helping build awareness of the library as a vital part of the community.

### Newcomers

RPL continued to support newcomers through outreach and practical programs that help residents settle in and participate fully in the Regina community. Throughout the year, library staff shared information and resources at key newcomer events such as the Regina Open Door Society (RODS) Career Link Event, the Black Business Networking Event, the Saskatchewan Bilingual Job Fair, and the Canada Day Newcomer Picnic. We also provided presentations and library tours to groups serving new Canadians including Le Service d'Accueil et d'Inclusion Francophone (SAIF) and the Regina Immigrant Women Centre. Ongoing English as an Additional Language programming — both group classes and one-to-one tutoring — remained a cornerstone of newcomer support work. RPL offered programs that address everyday needs such as filing taxes in Canada, launching a business, and preparing for cold weather. In May 2025, we partnered with the Saskatchewan Writers' Guild and RODS to celebrate newcomer voices by hosting the launch of the *Opening Doors Through Stories* chapbook, which shares the diverse experiences of those building new lives in Canada.

### Children and Families

In 2025, RPL continued to support children and families as a key partner in supporting learning and literacy. Over the year, we delivered 2,390 children's programs, welcoming 69,511 participants. Programming spanned a wide range of formats and ages, including storytimes, STEAM programs, author visits, book clubs, art programming and outreach work to daycares, schools, and community centres.

### Early Literacy

Early literacy remained a core focus of our work with children and caregivers. The library's interactive programs support language development, print

awareness, and a love of books. Their impact reaches beyond the length of a program. With financial support from the Access Communications Children's Fund, we reprinted additional copies of the *Rhymes for Young Children* booklet, giving parents and caregivers the opportunity to continue supporting their child's literacy development at home.

“[Mainly Mother Goose] is exceptional, from using various tactile musical/sensory instruments, physical actions/motions, and integrating calming rhymes throughout. Watching my child learn songs, motions, and signs from MMG has been amazing, as my child has begun to incorporate them at home. I'm grateful that this program exists as it I can see the impact that it has had on my child's developing communications skills.”

– Mainly Mother Goose Program Participant, Evaluation Form

### Read Together Regina

RPL's *Read Together Regina* program continued to support families from the very beginning of a child's life. In 2025, 2,486 book bags were distributed to families through the Mother Baby Unit at Regina General Hospital and RPL branches. Each bag includes books and early literacy resources designed to help parents and caregivers build strong reading habits with their babies from birth.

### School Age Reading and Learning

**Level Up:** RPL's Level Up summer program continued to support learning during the summer months, when some children experience a decline in reading skills. Using the same game card format introduced in 2024, participants tracked time spent reading and engaging in library programs. In 2025, about 10,300 game cards were submitted—an 8% increase over the previous year—representing about 41,300 hours of learning and engagement. Notably, about 1,300 cards were marked as a participant's first game card, indicating strong reach to new families. During June, July, and August, RPL offered almost 400 children's programs, with a total attendance of over 16,000, a 17% increase in summer program participation.

**Cops and Readers:** Presented as a partnership with Regina Police Service and Regina Public and Catholic school divisions, the Cops and Readers program promotes literacy and safety awareness for grade three students. In the 2024–2025 school year, participating teachers reported increased student motivation, engagement, and enjoyment in reading, as well as greater awareness of RPL programs and services. Teachers also noted improved student understanding of safety concepts introduced by police officers.

### Adults

Adult programming continues to be a vital service at RPL, positioning the library as an important space for lifelong learning, cultural engagement, and community connection. In 2025, we delivered over 2,000 adult programs, events, one-on-one sessions, and community engagement activities, welcoming almost 30,000 participants. This work was strengthened through partnerships with 52 community organizations, extending our reach and relevance across Regina.

Large-scale author talks and public lectures demonstrated strong community appetite for thoughtful conversation around big ideas. We welcomed Randy Boyagoda in March for his talk *Freedom to Read: Why Civil Discourse Matters*. In April, the host of CBC’s Bookends, Mattea Roach, discussed *Navigating Modern Media* with a crowd of 150 people. In partnership with Queen City Marathon and Saskatchewan Parks and Recreation Association, we hosted endurance athlete and author Alex Hutchinson who inspired participants with his talk on health and perseverance. Canada’s former



Chief Justice, Beverley McLachlin addressed 210 attendees for her presentation, *My Journey through Life and the Law*. Through these and similar programs across our branches, RPL enhanced the intellectual and civic life of the city.

Throughout the year, we celebrated the diversity of Regina’s communities with cultural programming that welcomed newcomers and long-time residents alike. Events such as the Lunar New Year Celebration and Black History Month programming brought hundreds of participants together through music, art, storytelling, and shared experiences.

RPL offered accessible spaces where residents could connect with one another while supporting their physical, mental, and social health. Programs such as Dancing with Parkinson’s, Chair Yoga and Strength, Forever in Motion, Social Mahjong and a variety of book clubs provided regular opportunities for participants—particularly older adults and people with disabilities—to build relationships, maintain mobility, and reduce social isolation. Larger events, including the Health Fair and the Law Fair, further expanded community access by connecting library users directly with service providers, community organizations, and trusted information.

### Literacy Services

The primary focus of RPL’s Literacy Services is to support English as an Additional Language (EAL) learners. In 2025, Literacy Services increased their number of attendees by 15% from the previous year. To address the increased demand for EAL services, the Literacy Unit provides easily accessible, barrier-free programs through our group and one-on-one tutoring, Drop in Conversation Circles, EAL book clubs, and Public Speaking for Beginners. Our online programs continue to support customers who require literacy services but need the flexibility of virtual attendance. Expanding literacy programs to multiple branches has increased our reach, as demonstrated by our program attendance increases.

In 2025, we welcomed 37 new literacy volunteers, with over 312 new learners signing up for ongoing literacy supports. Newer programs introduced by the team provide opportunities for more fulsome learning opportunities, including Preparing for Winter, Winter Driving, Getting Your Kids Registered for School, the Newcomer Writing Series, and Art for Newcomers.

## Dunlop Art Gallery

Dunlop Art Gallery enjoyed high engagement in 2025. Both gallery spaces (at Central Library and Sherwood Village Branch) served approximately 34,000 customers through varied exhibitions and programs.

Dunlop launched a successful partnership with SK Arts through a joint Permanent Collection exhibition at the Sherwood Village Branch Gallery that featured both established and emerging local artists working across a range of media. Another popular exhibition, *Black Prairies*, highlighted the often-overlooked histories of Black communities along with contemporary work of Black artists and filmmakers across the Prairies.

Art programs and workshops continue to see record attendance. Central Library’s Drop-In Studio weekly



art program supported a cohesive community of art-minded participants. Peace & Power: Open Mic Night fostered local musicians, DJ’s, spoken-word artists, and more throughout the year.

In 2025, Dunlop strengthened collaborations with community partners to better support Regina’s downtown culture. We were a presentation hub for Nuit Blanche Regina, which brought over 2,000 people to the city centre. We also participated in FROST Regina and the Regina Farmers’ Market with drop-in art workshops and other programming.

The continued popularity of our programs and partnerships confirm our momentum and will directly inform the design of our 2026 programming to provide deeper engagement for our local audiences.



## RPL Film Theatre

In 2025, the RPL Film Theatre marked an important milestone with its 50th anniversary, celebrating five decades as a cornerstone of Regina’s film culture. The year honoured the theatre’s history while reaffirming its role as a gathering place for shared cinematic experiences. Audiences turned out in strong numbers to commemorate the occasion, reflecting the enduring value of a community-focused, repertory film space in the city centre.

The year’s programming balanced playfulness with artistic exploration. The popular *One Take Super 8* event, held in partnership with the Saskatchewan Filmpool, invited filmmakers to embrace the challenge of film creation, resulting in a lively screening that highlighted experimentation and local creativity. The Foodie Film Fest returned to

great acclaim after a year away, offering an inviting and accessible way for audiences to engage with cinema, while events like our Spectra series expanded the definition of film presentation through experimental and interdisciplinary work.

One of the year’s great standout screenings was Saskatoon-made *8th Street Menace*, attended by some of the cast and crew, which reinforced our commitment to local storytelling and independent film. Across all events, the Film Theatre welcomed over 8,500 attendees in 2025, a strong showing that underscored continued community interest and support. Together, these moments made 2025 a year that balanced celebration, innovation, and connection at the Film Theatre.



### Indigenous Services

RPL's Indigenous Services Strategy continues to guide our work toward reconciliation. This strategy centres Indigenous voices and histories while creating opportunities for learning, connection, and reflection.

In 2025, RPL continued its participation in Indigenous Storytelling Month, recognizing storytelling as a foundational way that knowledge, values, and history are shared in Indigenous culture. Working directly with schools, RPL offered 32 online Indigenous storytelling sessions which were attended by approximately 13,686 students.

RPL welcomed Rhonda Donais in early 2025 as our second Indigenous Storyteller in Residence. Based on the success of the first year, her residency was extended to 16 weeks. Rhonda delivered 42 programs with a total attendance of about 1,700 participants across library branches, schools, businesses, and community organizations.

Partnerships and community connections remain a cornerstone of our work. Highlights include Culture Connect and weekly smudging ceremonies at Central Library that allow participants from all backgrounds to engage with Knowledge Keepers

and Indigenous cultural traditions. The Métis Cultural Series, delivered in partnership with Western Region 3, Métis Nation–Saskatchewan, focused on the rich history and culture of Saskatchewan Métis people and engaged 340 participants across nine programs. Star Stories Night, a family-focused partnership with the Saskatchewan Science Centre and the City of Regina, hosted at the māmawēyatitān centre, featured Laurie Rousseau-Nepton, Canada's first Indigenous woman astrophysicist.

To commemorate National Day for Truth and Reconciliation, RPL focused on programming designed to support reflection and dialogue. Events included a keynote address by former CTV Regina personality Nelson Bird and a screening of the film *Sugarcane* with residential school survivors who shared their personal histories with a Knowledge Keeper present for cultural support.

In 2026, RPL will remain focused on meaningful engagement with our Indigenous communities, and creating spaces and programs where Indigenous knowledge, culture, and stories are respected, shared, and celebrated.

## 2025 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. SILS is a consortium of the 12 municipal, regional, and northern library systems in Saskatchewan and 22% reflects RPL's proportional contribution for the services provided by 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

The 2025 surplus as shown on the financial statements is \$4,627,000. The reasons for this surplus are explained in the revenue and expense sections below. The budgetary surplus (surplus consistent with budget presentation) is much lower, at approximately \$1.1 million, as it is the surplus after reserve transfers such as transfers to branch

development, Central Library, and fleet reserves just to name a few. The primary cause of this \$1.1 million surplus is higher than expected staff vacancies, some employee benefits lower than budget, and minimal repairs and maintenance for Central Library due to uncertainty as to how long we will be in the current location.

## Revenue

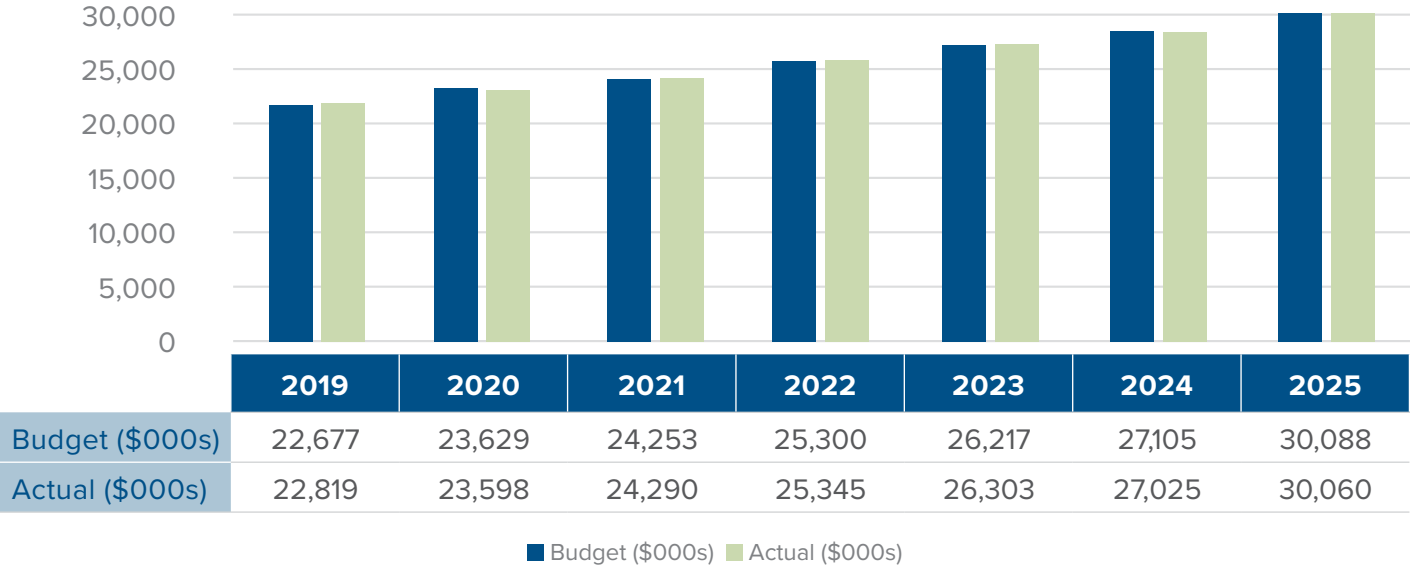
Total consolidated revenues for 2025 were \$32,751,000 which is 1% or \$326,000 more than budgeted.

The majority of RPL's revenue, over 90% or approximately \$30 million 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 seven years.

TAX LEVY 2019-2025



In 2025, the actual tax levy and grants-in-lieu received were only \$28,000 less than budgeted.

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 2025, the province provided services agreement funding at \$626,000. 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 2025 were \$107,000. 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 \$98,000.

Interest Revenue was \$1,070,000 in 2025, significantly higher than the \$789,000 budget due to higher interest rates than budgeted. This amount is lower than 2024 as 2025 interest rates were lower.

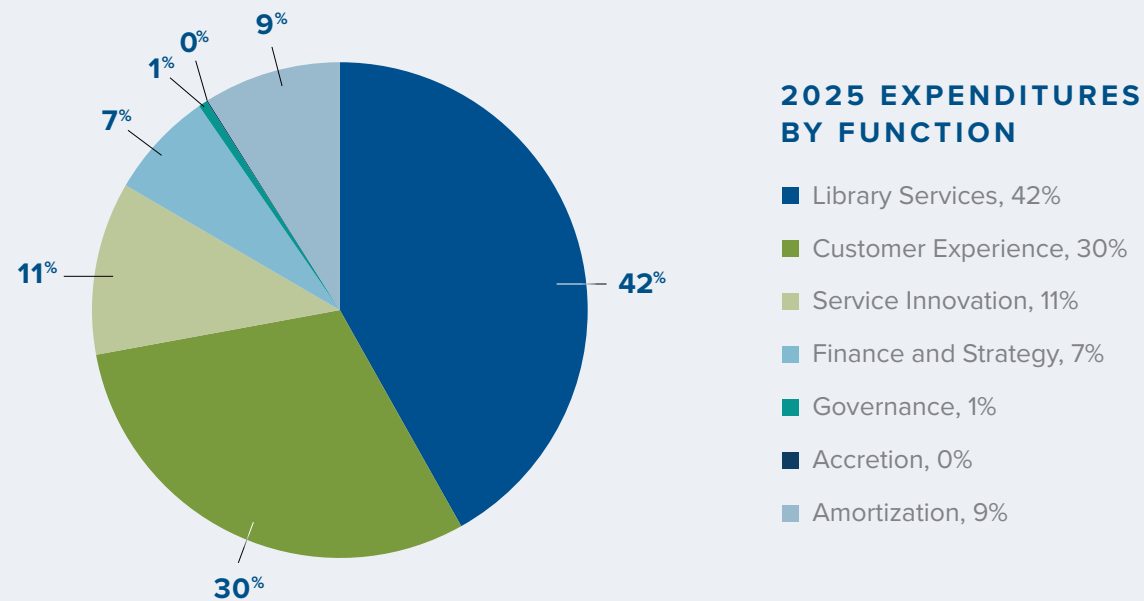
All interest revenue flows to the Central Library Development reserve to help fund Central Library Renewal, unless otherwise indicated by the RPL Board of Directors.

Other Grants for 2025 were \$410,000, above the \$251,000 budget for the year. The majority of the budgeted and actual amounts come from core funding of \$115,000 from SK Arts and \$120,000 from Canada Council for the Arts to support exhibitions for Dunlop Art Gallery. The variance is primarily due to an unbudgeted grant from the City of Regina to support a pilot project providing Outreach Crisis Services at māmawēyatitān centre.

Other Revenue of \$478,000 was slightly above the \$416,000 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 to budget in 2025 is mainly due to tour revenue for the Ekow Nimako tour which came in higher than budget.

## Expenses

Total expenses for 2025 were \$28,124,000, which is \$2,112,000 or 7% less than budgeted expenses of \$30,236,000.



Most expenses, 42% or \$11,771,000, are directly related to library services. Library Services include salaries and benefits for staff of the following units: Central Library and eight branches, Dunlop Art Gallery, and RPL Film Theatre. Also included in Library Services are Dunlop exhibitions, the building costs to operate public spaces, and RPL's portion of SILS expenses to run the provincial integrated library system.

Library Services was 5% or \$667,000 under budget for the year. The majority of the variance is due primarily to being under budget on salaries, due to more vacancies than typical, and repairs and maintenance due to less need for repairs and some projects being delayed.

The second largest category of expenses is for Customer Experience, and accounts for 30% or \$8,510,000 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 Collections and Acquisitions. Other costs include periodicals,

magazines, ebooks, audiobooks, and other electronic information; marketing costs to promote RPL; and the building costs for these services.

Customer Experience was 7% or \$659,000 favourable to budget for 2025. 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 Central



Library Renewal project, and under expenditure on promotions also due to the project.

Service Innovation costs made up 11% or \$3,174,000 of expenditures and include salaries and benefits for People and Culture, Information Technology, and Digital Service Innovation.

Service Innovation was 6% or \$215,000 under budget for 2025. This is primarily related to under expenditure on training and recruiting related costs and consulting, salaries and benefits, offset by over expenditure on technology costs.

Finance and Strategy costs made up 7% or \$1,966,000 of expenditures and include salaries and benefits for Finance, Planning and Research, and Development units. Additionally, other costs in this category are for insurance, audit, payroll, and other finance related expenses.

Finance and Strategy was 16% or \$366,000 under budget for 2025. 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 Central Library Renewal is still ramping up until more is known about the project.

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 0.6% or \$163,000 of expenditures. These include board honorariums, travel, directors' insurance, and any other costs associated with the Board of Directors. This expenditure category is \$79,000 over budget primarily due to consulting services to assist in developing a new strategic plan.

Accretion expense is \$22,000. This expense is the result of the accounting standard which establishes an obligation to recognize the liability associated with the retirement of an asset. In the case of the RPL, it is known that Central Library contains asbestos and there must be special remediation done to remove this hazard when the building is either renovated or demolished. Because of inflation, the cost to remove the asbestos increases each year. For 2025, the cost to remediate the asbestos was expected to increase by \$22,000 compared to 2024. The \$22,000 accretion expense in 2025 means the cost to remove asbestos is now estimated at \$1,105,000 at the end of 2025. The liability, called the Asset Retirement Obligation (ARO), appears on RPL's Statement of Financial Position.

Amortization of RPL's capital assets accounted for 9% or \$2,518,000. 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 \$32,898,000 at the end of 2025, up from \$30,502,000 at the end of 2024. Most of the increase in financial assets is a result of the surplus in operations for RPL and transfers to reserves.

Financial liabilities increased to \$4,475,000 at the end of 2025 compared to \$4,127,000 at the end of 2024.

## 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.

RPL has a Reserves policy for the purpose of setting aside funds for future capital and operating needs. A Branch Libraries Development reserve was created to fund major renovation, expansion, or replacement of any current library branch or the construction of any new branch library or other service point. A māmawēyatitān 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.

## Non-financial Assets

Non-financial assets increased in 2024 to 2025, moving from \$14,369,000 to \$16,948,000. The increase is primarily because the value of RPL's tangible capital assets increased related to Central Library Renewal expenditures and the Operations Centre renovations. 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.

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 fluctuations.

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

The accumulated surplus for 2025 with comparatives for 2024 is broken down as follows:

	2025 (000's)	2024 (000's)
Appropriated surplus:		
Operating reserve	\$ 2,375	\$ 2,219
Central Library development reserve	18,618	18,563
Branch libraries development reserve	4,991	3,409
Building maintenance reserve	848	830
Shelving, Furniture & Equipment reserve	149	260
Technology reserve	1,438	1,173
māmawēyatitān centre reserve	150	100
Fleet reserve	197	167
Dunlop art projects reserve	90	80
SILS	597	611
	<b>29,813</b>	<b>27,412</b>
Obligations to be funded from future revenues:		
Employee benefits obligations	(433)	(518)
Investment in tangible capital assets	15,918	13,800
Unappropriated surplus	73	50
<b>Accumulated surplus</b>	<b>\$ 45,371</b>	<b>\$ 40,744</b>





The Operating reserve receives the operating surplus left over after all other reserve transfers (budgetary surplus). In 2025, this budgetary surplus amount was approximately \$1.1 million. Approximately \$580,000 was transferred from this reserve to the branch development reserve to assist in funding the Service Points Master Plan. This resulted in a balance in this reserve of \$2,735,000 at the end of 2025. This amount is below the board-established maximum for this reserve.

The Central Library Development reserve increased by \$55,000 to \$18,618,000. Interest earned during the year was allocated to this reserve as were any donations that were not designated to other funds. Also, as intended, expenditures related to the Central Library Renewal project and the Operations Centre were funded by this reserve.

The Branch Libraries Development reserve has a balance of \$4,991,000 due to the planned transfer of \$1,582,000 to this reserve in 2025. 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 \$848,000 for 2025 as a result of the approved spend on the Sunrise Branch renovations and the budgeted transfer to this reserve of \$100,000 to fund future expenditures that cannot easily fit in the budget.

The Shelving, Furniture, and Equipment reserve has a balance of \$149,000 at the end of 2025. The decrease of \$111,000 is due to the approved spend from this reserve related to the Sunrise Branch renovations.

The Technology reserve has a balance of \$1,438,000. 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 2025 to \$197,000 at the end of 2025. Each year, there is a \$30,000 budgeted addition to this reserve to fund future vehicle purchases. This is a reasonable amount given the increased costs of vehicles.

The Dunlop Art Projects reserve increased by \$10,000 to \$90,000 as the Dunlop Art Gallery had a small surplus related to projects.

The SILS reserve decreased by \$14,000 to \$597,000. 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 \$2,401,000 to \$29,813,000.

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 2025, the employee benefits obligations decreased to \$433,000 from \$518,000 at the end of 2025, 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 \$15,918,000 reflect an increase of \$2,118,000 from 2024. As discussed above, this increase is mostly due to the capital expenditures related to the Central Library Renewal project and Operations Centre offset by amortization of the library's capital assets.

Unappropriated surplus increased by \$23,000 to \$73,000 in 2025. This balance is related to SILS.



# Consolidated Financial Statements

Regina Public Library Board  
December 31, 2025

## 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, 2025, 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, 2025, 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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1.877.500.0780 T: 306.790.7900 F: 306.790.7990



**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.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Library as a basis for forming an opinion on the consolidated financial statements. We are responsible for the direction, supervision and review of the audit work performed for the purposes 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 24, 2026

**MNP LLP**

Chartered Professional Accountants

**REGINA PUBLIC LIBRARY BOARD  
Consolidated Statement of Financial Position**

As at December 31, 2025

(000's)

	<u>2025</u>	<u>2024</u>
<b>FINANCIAL ASSETS</b>		
Cash (Note 3)	\$ 30,128	\$ 29,608
Accounts receivable	2,770	894
	<u>32,898</u>	<u>30,502</u>
<b>FINANCIAL LIABILITIES</b>		
Accounts payable and accrued liabilities	2,464	2,202
Deferred revenue	211	139
Asset retirement obligation (Note 6)	1,105	1,083
Employee benefits obligations (Note 4)	695	703
	<u>4,475</u>	<u>4,127</u>
<b>Net financial assets</b>	<u>28,423</u>	<u>26,375</u>
<b>NON-FINANCIAL ASSETS</b>		
Tangible capital assets (Note 5)	15,918	13,800
Prepaid expenses	1,030	569
	<u>16,948</u>	<u>14,369</u>
<b>Accumulated surplus (Note 7)</b>	<u>\$ 45,371</u>	<u>\$ 40,744</u>

See accompanying notes

  
\_\_\_\_\_  
Director

  
\_\_\_\_\_  
Director

**REGINA PUBLIC LIBRARY BOARD**

**Consolidated Statement of Operations and Accumulated Surplus**

Year ended December 31, 2025

(000's)	2025 Budget	2025	2024
<b>REVENUE</b>			
City of Regina tax levy	\$ 28,547	\$ 28,438	\$ 25,487
Grants-in-lieu of taxes	1,541	1,622	1,538
Provincial services agreement	631	626	628
Donations	250	107	64
Interest	789	1,070	1,330
Other grants	251	410	363
Other revenue	416	478	472
	<b>32,425</b>	<b>32,751</b>	29,882
<b>EXPENSES (Note 12)</b>			
Library Services	12,438	11,771	11,742
Customer Experience	9,169	8,510	8,096
Service Innovation	3,389	3,174	3,068
Finance & Strategy	2,332	1,966	1,983
Governance	84	163	101
Accretion	22	22	21
Amortization	2,802	2,518	2,453
	<b>30,236</b>	<b>28,124</b>	27,464
<b>Surplus</b>	<b>2,189</b>	<b>4,627</b>	2,418
Accumulated surplus, beginning of year		<b>40,744</b>	38,326
<b>Accumulated surplus, end of year</b>		<b>\$ 45,371</b>	\$ 40,744

See accompanying notes

**REGINA PUBLIC LIBRARY BOARD**

**Consolidated Statement of Changes in Net Financial Assets**

Year ended December 31, 2025

(000's)	2025	2024
Surplus	\$ 4,627	\$ 2,418
Acquisition of tangible capital assets	(4,636)	(2,152)
Amortization of tangible capital assets	2,518	2,453
Proceeds on sale of tangible capital assets	-	3
Write down of tangible capital assets	-	3
	<b>(2,118)</b>	307
Acquisition of prepaid expenses	(1,030)	(569)
Use of prepaid expenses	569	510
	<b>(461)</b>	(59)
<b>Increase in net financial assets</b>	<b>2,048</b>	2,666
Net financial assets, beginning of year	<b>26,375</b>	23,709
<b>Net financial assets, end of year</b>	<b>\$ 28,423</b>	\$ 26,375

See accompanying notes

**REGINA PUBLIC LIBRARY BOARD**  
**Consolidated Statement of Cash Flows**  
Year ended December 31, 2025

(000's)	2025	2024
<b>OPERATING ACTIVITIES</b>		
Surplus	\$ 4,627	\$ 2,418
Add back non-cash items:		
Amortization of tangible capital assets	2,518	2,453
Write down of tangible capital assets	-	3
Changes in non-cash working capital items:		
(Increase) decrease in accounts receivable	(1,876)	991
Increase in prepaid expenses	(461)	(59)
Increase in accounts payable and accrued liabilities	262	180
Increase in deferred revenue	72	23
Increase in asset retirement obligation	22	21
Decrease in employee benefits obligations	(8)	(83)
<b>Cash provided by operating activities</b>	<b>5,156</b>	<b>5,947</b>
<b>CAPITAL ACTIVITIES</b>		
Acquisition of tangible capital assets	(4,636)	(2,152)
Proceeds on sale of tangible capital assets	-	3
<b>Cash applied to capital activities</b>	<b>(4,636)</b>	<b>(2,149)</b>
<b>INVESTING ACTIVITIES</b>		
Decrease in investments	-	15,362
<b>Cash provided by investing activities</b>	<b>-</b>	<b>15,362</b>
<b>Increase in cash and cash equivalents</b>	<b>520</b>	<b>19,160</b>
Cash and cash equivalents, beginning of year	29,608	10,448
<b>Cash and cash equivalents, end of year</b>	<b>\$ 30,128</b>	<b>\$ 29,608</b>

See accompanying notes

**REGINA PUBLIC LIBRARY BOARD**  
**Notes to the Consolidated Financial Statements**  
Year ended December 31, 2025

**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 māmawēyatitān centre. In the current year, the Library's share of SILS was 21.11% (2024 – 21.88%) and of māmawēyatitān centre was 5.79% (2024 – 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, 2025. 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) Financial instruments*

The Library's financial instruments are measured as follows:

<u>Financial Statement Component</u>	<u>Measurement</u>
Cash	Cost
Accounts receivable	Cost or amortized cost
Accounts payable and accrued liabilities	Cost or amortized cost

All financial instruments are initially measured at their fair value. The fair value of a financial instrument is the amount of consideration that would be agreed upon in an arm's length transaction between knowledgeable, willing parties who are under no compulsion to act. The fair value of a financial instrument on initial recognition is the transaction price, which is the fair value of the consideration given or received.

All the Library's financial instruments are subsequently measured at amortized cost following initial recognition. Transaction costs related to financial instruments classified as amortized cost are added to the carrying value of the investment.

When an impairment is indicated, and when actual impairment has occurred, the financial instrument's carrying value is reduced to its realizable value and a loss is recorded in the statement of operations.

**2. SIGNIFICANT ACCOUNTING POLICIES (continued)**

Credit 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

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

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.

*h) 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.

*i) 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.

**REGINA PUBLIC LIBRARY BOARD**  
**Notes to the Consolidated Financial Statements**  
Year ended December 31, 2025

**2. SIGNIFICANT ACCOUNTING POLICIES (continued)**

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.

**3. CASH**

	2025 (000's)	2024 (000's)
Cash	\$ 29,335	\$ 28,932
SILS cash (restricted)	793	676
	<b>\$ 30,128</b>	<b>\$ 29,608</b>

The Library has an authorized line of credit available to a maximum amount of \$500,000 (2024 - \$500,000). The Library did not draw on these funds during the year (2024 - \$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.

**4. EMPLOYEE BENEFITS OBLIGATIONS**

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

An actuarial valuation of vested sick leave and severance payments was completed using the benefit method at December 31, 2025. The actuarial valuation was based on assumptions about future events including employee turnover and mortality, wage and salary increases, sick leave usage and interest rates. The discount rate used to determine the unfunded employee benefit is 3.2% (2024 - 3.4%). 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 4.70% per annum and thereafter.

**REGINA PUBLIC LIBRARY BOARD**  
**Notes to the Consolidated Financial Statements**  
Year ended December 31, 2025

**4. EMPLOYEE BENEFITS OBLIGATIONS (continued)**

The Library's accrued employee benefits liability and benefits plan expense are disclosed below: The obligation amount of \$433,000 (2024 - \$518,000) is unfunded and will be paid from future revenues.

<b>Accrued benefits liability</b>	2025 (000's)	2024 (000's)
Accrued benefits obligation, beginning of year	\$ 518	\$ 555
Current period benefit cost	29	29
Interest on accrued benefit obligation	19	21
Experience gain	(133)	(13)
Less: benefits paid	-	(74)
Accrued benefit obligation, end of year	<b>433</b>	518
Unamortized net actuarial gain	262	185
Accrued benefits liability, end of year	<b>\$ 695</b>	<b>\$ 703</b>

<b>Employee benefits related expense</b>	2025 (000's)	2024 (000's)
Benefit expense		
Current period benefit cost	\$ 29	\$ 29
Amortization of net actuarial gains	(55)	(60)
Total benefit expense	<b>(26)</b>	(31)
Interest expense		
Interest cost on accrued benefit obligations	18	21
Total benefit plan related expense	<b>\$ (8)</b>	<b>\$ (10)</b>

Actual benefits payments for the year were \$ Nil (2024 - \$74,000).

**REGINA PUBLIC LIBRARY BOARD**  
**Notes to the Consolidated Financial Statements**  
Year ended December 31, 2025

**5. TANGIBLE CAPITAL ASSETS**

Tangible capital assets consist of the following:

	2025 (000's)	2024 (000's)
Buildings and leasehold improvements	\$ 5,532	\$ 4,878
Construction in progress	1,870	285
Furnishings and information technology	1,455	1,633
Land	326	326
Land improvements	99	110
Library materials	5,845	5,971
Shelving	738	525
Vehicles	53	72
	<b>\$ 15,918</b>	<b>\$ 13,800</b>

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)
<b>2025</b>					
Buildings and leasehold improvements	\$ 15,499	\$ -	\$ -	\$ 1,002	\$ 16,501
Construction in progress	285	2,587	-	(1,002)	1,870
Furnishings and information technology	3,904	421	893	-	3,432
Land	326	-	-	-	326
Land improvements	230	-	-	-	230
Library materials (Note 14)	12,145	1,381	1,567	-	11,959
Shelving	1,028	247	-	-	1,275
Vehicles	250	-	-	-	250
<b>2025 Totals</b>	<b>\$ 33,667</b>	<b>\$ 4,636</b>	<b>\$ 2,460</b>	<b>\$ -</b>	<b>\$ 35,843</b>
2024 Totals	\$ 33,622	\$ 2,152	\$ 2,107	\$ -	\$ 33,667

**REGINA PUBLIC LIBRARY BOARD**  
**Notes to the Consolidated Financial Statements**  
Year ended December 31, 2025

**5. 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)
<b>2025</b>				
Buildings and leasehold improvements	\$ 10,621	\$ 348	\$ -	\$ 10,969
Furnishings and information technology	2,271	599	893	1,977
Land improvements	120	11	-	131
Library materials	6,174	1,507	1,567	6,114
Shelving	503	34	-	537
Vehicles	178	19	-	197
<b>2025 Totals</b>	<b>\$ 19,867</b>	<b>\$ 2,518</b>	<b>\$ 2,460</b>	<b>\$ 19,925</b>
2024 Totals	\$ 19,515	\$ 2,453	\$ 2,101	\$ 19,867

The Library purchased and expensed works of art of \$3,200 during the year (2024 - \$5,300).

**6. 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 2025 is 2%.

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

**REGINA PUBLIC LIBRARY BOARD**  
**Notes to the Consolidated Financial Statements**  
Year ended December 31, 2025

**7. 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:

	2025 (000's)	2024 (000's)
Appropriated surplus:		
Operating reserve	\$ 2,735	\$ 2,219
Central Library development reserve	18,618	18,563
Branch libraries development reserve	4,991	3,409
Building maintenance reserve	848	830
Shelving, Furniture & Equipment reserve	149	260
Technology reserve	1,438	1,173
mâdawêyatitân centre reserve	150	100
Fleet reserve	197	167
Dunlop art projects reserve	90	80
SILS	597	611
	<b>29,813</b>	<b>27,412</b>
Obligations to be funded from future revenues:		
Employee benefits obligations	(433)	(518)
Investment in tangible capital assets	15,918	13,800
Unappropriated surplus	73	50
<b>Accumulated surplus</b>	<b>\$ 45,371</b>	<b>\$ 40,744</b>

**REGINA PUBLIC LIBRARY BOARD**  
**Notes to the Consolidated Financial Statements**  
Year ended December 31, 2025

**8. 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)	Operations Centre Lease (000's)	Other (000's)	Total (000's)
2026	\$ 356	\$ 221	\$ 118	\$ 2,836	\$ 3,531
2027	356	110	121	324	911
2028	356	-	124	48	528
2029	356	-	127	2	485
2030	361	-	64	2	427
<b>Total payments</b>	<b>\$ 1,785</b>	<b>\$ 331</b>	<b>\$ 554</b>	<b>\$ 3,212</b>	<b>\$ 5,882</b>

**REGINA PUBLIC LIBRARY BOARD**  
**Notes to the Consolidated Financial Statements**  
Year ended December 31, 2025

**9. INVESTMENT IN GOVERNMENT PARTNERSHIPS**

SILS was incorporated in 2009 as a non-profit membership corporation by the twelve 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:

	2025 (000's)	2024 (000's)
<b>Statement of Financial Position</b>		
Financial assets	\$ 3,821	\$ 3,332
Financial liabilities	676	677
Net financial assets	<b>3,145</b>	2,655
Non-financial assets:		
Prepaid expenses	28	364
Accumulated surplus	\$ 3,173	\$ 3,019
<b>Statement of Operations</b>		
Revenue	\$ 1,418	\$ 1,428
Expenses	1,265	1,281
Surplus	\$ 153	\$ 147

**REGINA PUBLIC LIBRARY BOARD**  
**Notes to the Consolidated Financial Statements**  
Year ended December 31, 2025

**9. INVESTMENT IN GOVERNMENT PARTNERSHIPS (continued)**

The financial statements shown are proportionately consolidated with the Library financial statements at 21.11% (2024 – 21.88%) representing the Library's interest in SILS. After eliminating inter-company transactions, the following amounts have been included in the consolidated financial statements:

	2025 (000's)	2024 (000's)
<b>Statement of Financial Position</b>		
Financial assets	\$ 795	\$ 718
Financial liabilities	133	137
Net financial assets	<b>662</b>	581
Non-financial assets:		
Prepaid expenses	6	80
Accumulated surplus	\$ 668	\$ 661
<b>Statement of Operations</b>		
Revenue	\$ 245	\$ 252
Expenses	236	215
Surplus	\$ 9	\$ 37

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, 2025, SILS plans to continue operations for the foreseeable future.

**REGINA PUBLIC LIBRARY BOARD**  
**Notes to the Consolidated Financial Statements**  
Year ended December 31, 2025

**9. 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:

	2025 (000's)	2024 (000's)
<b>Tangible Capital Assets</b>	<b>\$ 30,421</b>	<b>\$ 31,550</b>
<b>Statement of Operations</b>		
Revenue	\$ -	\$ 28
Expenses	<b>931</b>	896
(Deficit)	<b>\$ (931)</b>	\$ (868)

**REGINA PUBLIC LIBRARY BOARD**  
**Notes to the Consolidated Financial Statements**  
Year ended December 31, 2025

**9. 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 (2024 – 5.79%) and 5.7% of operating revenue and expenses (2024 – 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:

	2025 (000's)	2024 (000's)
<b>Tangible Capital Assets</b>	<b>\$ 1,761</b>	<b>\$ 1,827</b>
<b>Statement of Operations</b>		
Revenue	\$ -	\$ 2
Expenses	<b>133</b>	131
(Deficit)	<b>\$ (133)</b>	\$ (129)

Included in the Library's partnership share of expenses is amortization relating to the māmawēyatitān centre building for \$65,391 (2024 – \$65,391).

**10. 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 consecutive years of earnings. During the year, employees contributed 8.25% (2024 – 8.8%) of their earnings below the CPP maximum and 12.25% (2024 - 13.1%) of earnings above the CPP maximum. The Library contributed 8.25% (2024 - 9.8%) of their earnings below the CPP maximum and 12.25% (2024 – 14.6%) of earnings above the CPP maximum.

**REGINA PUBLIC LIBRARY BOARD**  
**Notes to the Consolidated Financial Statements**  
Year ended December 31, 2025

**10. PENSION AND BENEFIT PLANS (continued)**

The financial statements as at December 31, 2024 indicate the plan had a surplus of net assets available to pay accrued pension benefits of \$245,379,000 (2023 – \$165,658,000). 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 \$1,091,000 (2024 - \$1,253,000) were expensed during the year.

**11. 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, 2024 indicate a surplus of net assets available for benefits of \$19,258,000 (2023 - \$22,199,000).

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 (2024 - 0.46%). The Library recorded disability premium costs of \$55,000 for the year (2024 - \$54,000).

**REGINA PUBLIC LIBRARY BOARD**  
**Notes to the Consolidated Financial Statements**  
Year ended December 31, 2025

**12. EXPENSES BY OBJECT**

	<b>2025</b>	<b>2025</b>	<b>2024</b>
	<b>Budget</b>	<b>(000's)</b>	<b>(000's)</b>
	<b>(000's)</b>	<b>(000's)</b>	<b>(000's)</b>
Wages, benefits and honoraria	\$ 17,451	\$ 16,632	\$ 16,206
Purchased goods and services	9,941	8,933	8,763
Interest	20	19	21
Accretion	22	22	21
Amortization	2,802	2,518	2,453
	<b>\$ 30,236</b>	<b>\$ 28,124</b>	<b>\$ 27,464</b>

**13. 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

**REGINA PUBLIC LIBRARY BOARD**  
**Notes to the Consolidated Financial Statements**  
Year ended December 31, 2025

**13. 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.

**14. LIBRARY MATERIALS**

	<b>2025 Budget (000's)</b>	<b>2025 (000's)</b>	<b>2024 (000's)</b>
Books	\$ 1,170	\$ 1,174	\$ 1,215
DVDs	178	178	171
Sound recordings	26	29	35
	<b>\$ 1,374</b>	<b>\$ 1,381</b>	<b>\$ 1,421</b>

Purchases of serials/periodicals of \$103,000 (2024 - \$104,000) and digital content of \$1,397,000 (2024 - \$1,239,000) were expensed during the year.

**REGINA PUBLIC LIBRARY BOARD**  
**Notes to the Consolidated Financial Statements**  
Year ended December 31, 2025

**15. 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:

<b>Year</b>	<b>Amount</b>
2026	155,364
2027	120,000
2028	120,000
2029	120,000

**16. RELATED PARTY TRANSACTIONS**

The Library is related to the City of Regina by virtue of City Council appointing the Board of Directors and approving the mill rate that funds the Library's operations. During the year, the Library entered into the following transactions in the normal course of operations:

- Tax revenue received with associated fees deducted
- Shared services and programs

The following related party transactions with the City of Regina are included in the consolidated financial statements:

	<b>2025 (000's)</b>	<b>2024 (000's)</b>
Accounts receivable	\$ 2,591	\$ 749
Accounts payable and accrued liabilities	302	217
Revenue	30,211	27,063
Expenses	760	627

These transactions occurred during the normal course of operations at fair market value.

**17. COMPARATIVE FIGURES**

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



# Contact

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