

November 13, 2019

To: Members
Executive Committee

Re: 2020 Budget Submission - Service Partners

RECOMMENDATION

That the 2020 budgets as presented from Provincial Capital Commission (PCC), Regina Exhibition Association Limited (REAL), Economic Development Regina (EDR), and the Regina Public Library (RPL) be referred to the 2020 budget process.

CONCLUSION

It has been the practice for the PCC, REAL, EDR and the RPL to provide the Executive Committee with a presentation outlining their work plan and budget request for the coming year. For PCC, REAL and EDR the purpose is to inform the Committee of the community investment that is being requested by these organizations for future budget deliberations by City Council. For the RPL the purpose is to present their budget and request a mill rate for the upcoming year to be deliberated and approved by City Council.

BACKGROUND

On December 9, 2019, City Council will discuss Administration's proposed 2020 General Operating Budget. Included in this budget will be the Community Investment Allocation to Executive Committee, which includes annual funding to REAL, EDR and the PCC. The proposed 2020 budget report will also include the RPL mill rate ask for 2020.

DISCUSSION

Provincial Capital Commission (PCC) – Appendix A

In 2017, *The Wascana Centre Act* was replaced by *The Provincial Capital Commission Act*. Under this Act, the Government of Saskatchewan established a Board of Directors representing Wascana Centre's three participating parties. The Board contains three representatives from the Government of Saskatchewan and one each from the City of Regina and University of Regina. PCC provides oversight and stewardship of 2,300 acres of land within the City of Regina, including land owned by each participating party and occupied by diverse tenants.

The majority of PCC's revenue is in the form of grant contributions from the PCC's participating parties: Government of Saskatchewan, City of Regina and University of Regina. The 2019-20 fiscal year will continue as a transition year for the PCC as discussions continue on a new operating and funding model for the future.

PCC has presented a total request from the City of Regina of \$2,719,000, which is the same as their 2019 request which was included and approved in the 2019 budget. This includes an operating funding request of \$2,119,000 and a capital request of \$600,000 in 2020.

Regina Exhibition Association Limited (REAL) – Appendix B

The Regina Exhibition Association Limited (REAL) is the non-profit corporation that is responsible for the stewardship, development, promotion and overall management of Evraz Place for the City of Regina. REAL is a large, multi-purpose event complex boasting over 1.2 million square feet of fully connected indoor space and over thirty (30) acres of outdoor usable space located in the heart of Regina – in close proximity to the Regina International Airport and downtown.

REAL is requesting \$100,000 in funding in 2019, which is a reduction of \$100,000 over 2019 approved funding.

Economic Development Regina (EDR) – Appendix C

EDR's mandate is to create and implement an economic development strategy to grow and sustain prosperity in the Regina region; encourage the retention, development, attraction and growth of business and tourism products and services for those who live, work, visit and invest in the Regina region; and market and promote the Regina region for business and tourism.

EDR is requesting funding of \$1,848,240 in 2020, which is an increase of \$36,240, or 2%, over 2019. This increase is reflective of cost of living and inflationary pressures to maintain core services and support day-to-day business.

Regina Public Library (RPL) – Appendix D

The Regina Public Library promotes and supports cultural, economic, educational and recreational development in the City through collections, programs and services.

Under Section 22(1) of The Public Libraries Act, the Board of the Regina Public Library is required to ask City Council for approval of the mill rate request. The 2020 Library mill rate request is 0.74971. This represents a 2.3% mill rate increase over 2019. This increase is due to inflationary pressures to deliver the same services.

RECOMMENDATION IMPLICATIONS

Financial Implications

The 2020 budget allocations for the PCC, REAL, EDR and the RPL mill rate will be determined by City Council through future budget deliberations.

Environmental Implications

None with respect to this report.

Policy and/or Strategic Implications

None with respect to this report.

Other Implications

None with respect to this report.

Accessibility Implications

None with respect to this report.

COMMUNICATIONS

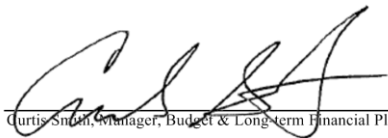
The Provincial Capital Commission, Regina Exhibition Association Limited, Economic Development Regina and the Regina Public Library will be advised of the decision of City Council.

DELEGATED AUTHORITY

The recommendations contained in this report require City Council approval.

Respectfully submitted,

Respectfully submitted,


Curtis Smith, Manager, Budget & Long-term Financial Planning

11/6/2019


Barry Lacey, Exec. Director, Financial Strategy & Sustainability

11/6/2019

Report prepared by: Sheena Carrick, Corporate Budget Consultant

**Provincial Capital Commission
2020-21 Plan and Budget
City of Regina Submission
September 13, 2019**

Organizational Description

The Provincial Capital Commission Act was legislated in 2017 by the Government of Saskatchewan establishing a Board of Directors representing Wascana Centre's three participating parties. The Board contains three representatives from the Government of Saskatchewan and one each from the City of Regina and University of Regina. PCC provides oversight and stewardship of 2,300 acres of land within the City of Regina, including land owned by each participating party and occupied by diverse tenants. The PCC also over sees the programming operations of the National Historic Site of Government House and the 8.5 acres of Edwardian Gardens that are found at this Provincial Heritage Property.

The purpose of the Commission is to:

- Preserve and promote the history and culture of Saskatchewan and to ensure that Saskatchewan's capital continues to remain a source of pride for the people of Saskatchewan and a source of interest to visitors to Saskatchewan;
- Inform and educate, and to collect and disseminate information, with respect to the importance of Saskatchewan's capital and its place in the life and history of Saskatchewan and Canada;
- Prepare plans for and assist in the development, conservation and improvement of the capital region in order that the nature and character of the seat of Government of Saskatchewan may be in accordance with its provincial significance;
- Organize, sponsor or promote public activities and events in the capital region that will enrich the cultural and social fabric of Saskatchewan, taking into account the heritage and diversity of the people of Saskatchewan;
- Administer and manage Wascana Centre and Government House, having regard to educational outreach and research, development opportunities, the advancement of the cultural arts, the improvement of recreational facilities and the conservation of the environment within our sites;
- Promote the Legislative Building and the Saskatchewan Centre of the Arts, and the land on which they are situated;
- Coordinate, develop and promote special events to be commemorated within Saskatchewan's capital;

The Provincial Capital Commission promotes, preserves, and strengthens Saskatchewan's diverse heritage by creating opportunities to recognize and celebrate the Capital City as the seat of government.

Strategic Alignment with the City of Regina

It is the vision of the City to be Canada's most vibrant, inclusive, attractive, sustainable community, where people live in harmony and thrive in opportunity. The Provincial Capital Commission (PCC) promotes and preserves the history and culture of Saskatchewan to ensure the province's capital city continues to remain a source of pride for its residents and a source of interest to visitors. The PCC informs and educates youth about Saskatchewan's democratic and provincial history and manages Wascana Centre and Government House. The PCC also promotes the Conexus Arts Centre as a premier performing arts centre for southern Saskatchewan.

The PCC, with its governance changes and new legislation, is in the process of determining the best model for its organizational design/structure and service delivery of human resources, information technology, communications, and corporate services to ensure it continues to fulfill its mandate cost-effectively and efficiently. The PCC engages citizens through public events, programming and educational outreach initiatives. It also strives to build local capacity by establishing and fostering effective stakeholder partnerships in the community to support its mandate. The Commission also provides leadership and support for the preservation and stewardship of properties, collections, and historical assets under its direction.

It is PCC's goal, in partnership with the City of Regina, to support the needs of the city today and work to serve the vision of our city's future. It is the Commission's privilege to manage two world-class destinations that are a source of pride and significance for the citizens of our Capital and our province.

Wascana Centre

Wascana Centre includes 2,300 acres of urban land that provides countless functions and services to tenants, landowners and community resulting in an area of immeasurable value as a place of work, education, recreation and natural preservation.

- There are more than five million visitors to Wascana Centre annually. The centre is recognized as one of the top tourist and resident attractions in the City and many other attractions are within the centre's boundaries such as Candy Cane Park, the Royal Saskatchewan Museum, the Saskatchewan Science Centre, etc.
- In the heart of the City of Regina, Wascana Centre is one of the largest urban parks in North America at 2,300 acres supporting a quality of life to the citizens of Regina that is not available in many other communities due to the proximity, the quantity and the variety of green space.
- Wascana Centre is the host facility of over 700 events annually, including flagship events like the Queen City Marathon, Dragon Boat Festival, Canada Day and Bazaar. Many of the events are low cost, with some being free. There are also more than 1,600 other events within the centre during the year that are coordinated via the partners.
- Wascana Centre is home to 2,300 acres of land including the TransCanada Trail. The centre boasts 8.7 kilometers of paved pathway and 5.6 kilometers of natural paths promoting a healthy active lifestyle for families and community.

- Numerous City facilities are located within the centre including the Wascana Pool and Douglas Park. The Provincial Capital Commission provides oversight and stewardship of these lands representing a level of continuity in its development and progression. Essential maintenance services are provided to ensure City surroundings are safe, beautiful and welcoming.
- The Habitat Conservation Area is a marsh ecosystem located in the heart of Wascana Centre that hosts environmental based programs and educational opportunities. Unique to the City of Regina, Wascana marsh is the habitat for many species including the western painted turtle.
- Top educational and research facilities are hosted including the University of Regina, Saskatchewan Polytechnic, First Nations University and Innovation Place (Regina).

Government House

Government House is a National Historic Site and multi-use public facility with 8.5 acres of manicured Edwardian Gardens. The building provides visitors an accessible historic location that preserves, promotes and celebrates Saskatchewan's living heritage at the home of the Crown in the province.

- Government House is a Provincial Heritage Property that serves over 35,000 visitors annually to its museum, conference facilities, art gallery and floral conservatory.
- Government House Museum and Programming opportunities are offered to the public in both official languages and free of charge.
- Since 1984, Government House has served as the Lieutenant Governor of Saskatchewan's working office and privately hosts dignitaries' multiple times a year, including Royal Family visits to the province.
- Government House is a tourism attraction known for its exceptional seasonal displays, public events, award ceremonies, citizenship ceremonies, historic tours and meeting facilities.
- Partnerships with community groups and other tourism attractions allow Government House to offer extended programming to tell the holistic story of Saskatchewan's heritage and culture.
- First-person interpretive tours and interactive displays give visitors the opportunity to interact with artifacts and learn more about their history as they tangibly engage with the site and its heritage collections.
- Government House is the home and steward to a collection of over 10,000 artifacts linked to the formation of the province of Saskatchewan in 1905, the role of the Lieutenant Governor, and Saskatchewan's formative years during the Victorian and Edwardian eras.
- 8.5 acres of wheelchair accessible manicured Edwardian Gardens welcome visitors year-round.
- Collaborative PCC ecology programming was established for the Government House Edwardian Gardens to highlight the PCC's mandate for land stewardship.

Core Business Overview

The Provincial Capital Commission, with its governance changes and new legislation taking effect in 2017, is in the process of implementing a new organizational design/structure that is integrated with the Ministry of Government Relations in a way that is cost-effective and efficient and allows the PCC to fulfill its mandate. The PCC engages citizens through public events, programming and educational outreach initiatives. It also strives to build local capacity by establishing and fostering effective stakeholder partnerships in the community to support its mandate. Lastly, the Commission provides leadership and support for the preservation and stewardship of properties, collections, and historical assets under its direction.

Horticulture, Pest Control and Forestry:

The PCC is responsible for the maintenance and future of the urban forest located within the Wascana Centre and Government House's boundaries. The urban forest is monitored continually for disease, pruned, repaired and moved or replaced as required. Horticulture includes a production nursery and greenhouses used to grow trees, plants and flowers. The PCC plans, grows, plants and maintains the floral beds throughout the Centre and for Government House. Pest control includes insects, rodents and noxious weeds.

Infrastructure/Stewardship:

The PCC works closely with its Participating Parties on development projects from conception to completion and supports the work of the engineering and architectural advisory committees. The Ministry of Central Services provides oversight by this area on all major projects and repairs to service buildings, roadways, lighting, playground equipment etc. This area's crew of technicians and construction staff repair and replace picnic amenities, trails, railings, lighting etc.

Maintenance:

Grounds keeping including irrigation, cutting, repairing and weed and pest control for the turf throughout Wascana Centre and Government House is managed through a client relationship with the Ministry of Central Services. Central Services is the service provider for maintenance of recreation and play areas through all seasons including the creation of skating and ski surfaces at a cost to the PCC. Snow removal on trails, road ways, sidewalks, public parking areas and event areas is paid by the PCC. The operation of public washrooms, refuse disposal and graffiti removal is managed by Central Services. Acquisition and maintenance of equipment required to complete work objectives is provided by the PCC at this time.

Visitor Services and Outreach:

This diverse area oversees the public outreach, event coordination, facility/grounds rentals, fundraising, conservation, exhibits, collections, education, environmental management, youth programming and naturalists/wildlife. Event management, facility booking and compliance is essential to ensure that Wascana Centre and Government House are not abused causing deterioration or destruction.

Administration:

Executive management, human resources, safety, risk management, finance, insurance fundraising, public relations, government relations, board support, committee and advisory services and strategic planning are included in administration.

Security:

The Wascana Centre Special Constable program ensures that the Centre is a safe centre within the City of Regina for the public to use in comfort. Special Constables are employed with the mandate to educate, promote and protect public safety and proactively address behavior that could cause deterioration or destruction of the infrastructure or reputation of the park. The PCC has invested in security to make sure that the 5 million visitors annually know the Centre to be safe and welcoming.

2020-21 PCC Plan and Budget

The Provincial Capital Commission Act was proclaimed and came into effect in June 2017, passing the responsibility to manage, maintain and continue Wascana Centre (WC) as the Provincial Capital Commission (PCC). The 2019-20 fiscal year will continue as a transition year for the PCC as discussions continue on a new operating and funding model for the future. As such, the current year has remained status quo in all respects as we progress through the upcoming changes.

To ensure we align with the 2020-21 budget cycle, the following funding framework is prepared on the premise to sustain status quo funding. PCC's goal is to continue to maintain services in 2021-22. The budget framework is prepared consistent with previous years.

2020-21 Operating Funding Request (thousands)

All participating parties will be approached for their proportionate share of funding to support operations and infrastructure maintenance as in the past. For the 2020-21 fiscal year, status quo funding is requested as follows:

<i>(numbers in thousands)</i>	Province	City	University	Total
2019-20 Funding	\$ 7,118	\$ 2,119	\$ 800	\$ 10,037
2020-21 Funding Increase	-	-	-	-
Total 2020-21 Funding Request	\$ 7,118	\$ 2,119	\$ 800	\$ 10,037

Through the transition process and alignment with PCC and the Ministry of Government Relations, planning continues to be focused toward efficiencies in operations and developing innovation to refresh existing initiatives. As such, the 2020-21 operating funding request to the City will remain at status quo in recognition of these efficiencies and benefits.

2020-21 Capital Funding Request (thousands)

Capital funding is essential to ensure the centre remains the jewel of our capital and is a place of beauty for the citizens of our community to enjoy for generations to come.

PCC has the capacity to action projects of at least \$2 million, therefore a proportionate contribution of \$600,000 is requested from the City of Regina:

<i>(numbers in thousands)</i>	Capital Request
Province – 55%	\$ 1,100
City – 30%	600
U of R – 15%	300
Total	\$ 2,000

Project 1:

- **Wascana Centre Irrigation Phase 2 - \$1.4M**

The Wascana Centre Irrigation/Landscape Study was completed to address the failing irrigation system. The system is **over 60 years old** and is experiencing significant failures causing high maintenance costs (upward of **\$260K annually**). The first phase of this unavoidable investment is now complete with the pump replacements in the Legislative Area. The second phase is designed and ready for construction awaiting funding. This phase will be focused on irrigated areas within the Legislative Precinct. Negligence to replace the current obsolete and dysfunctional system will result in system failure and brown dying grass which will be evident to park patrons and tenants.

Project 2:

- **Willow Island Parking Lot – 300K Replacement**

Parking Lots are deteriorating with age, which is accelerating with increased usage. Many areas remain in urgent need and failure to address these may result in parking lot closures. The Ministry of Central Services and PCC are inundated with complaints from provincial staff and the public on the condition of these assets. With a renewed focus on public safety with the identification and resolution of pedestrian and vehicular traffic conflicts this parking lot has been deemed as a priority to address these concerns.

Project 3:

- **College Avenue and Wascana Drive Gateway Entrance - \$300K**

With the substantial changes in the realignment of Wascana Drive at the intersection of College Avenue, along with improvements to the intersection of Wascana Drive and College Avenue, additional work is needed to complete the final landscaping treatment as per the Wascana Centre Master Plan. The adjacent properties for the University of Regina and City of Regina both will have improved and renewed landscape characteristics which now aligns with the completion of the gateway project ending capital investments in that area for the next 20 years.

Capital contributions will be used as follows:

Project 1	1,400,000
Project 2	300,000
Project 3	300,000

Total 2020-21 Capital Funding Requested \$ 2,000,000

Conclusion

PCC requests the City approve status quo funding totaling \$2,119,000 to maintain operational funding. This will allow the continuation of core services at the appropriate level. Any reduction in funding will significantly reduce services and public amenities.

It is requested that the City approve capital funding totaling \$600,000 to invest in improvements on City land and Wascana Centre land that is stewarded in partnership with all funding partners to serve the citizens of Regina and its visitors.

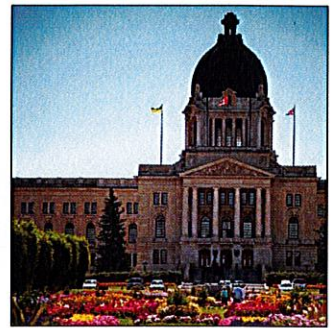
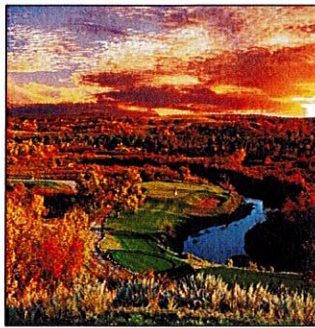
The ongoing support and collaborative relationship with the City are sincerely valued as are the ongoing investments in infrastructure on City land. Both City Council and the Administration have worked in partnership with Wascana Centre for many years. We look forward to the upcoming year and support from the City in keeping Wascana Centre a beautiful welcoming place in the heart of our capital city.

Respectfully Submitted,

A handwritten signature in dark ink, consisting of several loops and a long horizontal stroke, representing Monique Goffinet Miller.

Monique Goffinet Miller
Chief Executive Officer
Provincial Capital Commission

Provincial Capital Commission



Annual Report for 2018-19

Saskatchewan!

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Letters of Transmittal



*The Honourable Ken
Cheveldayoff
Minister Responsible for the
Provincial Capital
Commission*

Office of the Lieutenant Governor of Saskatchewan.

I am pleased to present the Annual Report of the Provincial Capital Commission for the fiscal year March 31, 2019.

The Government of Saskatchewan is committed to increased accountability, to honouring its commitments, and to responsibly managing expenditures.

A handwritten signature in black ink, appearing to read 'Ken Cheveldayoff'.

Ken Cheveldayoff
Minister Responsible for the Provincial Capital Commission



*Monique Goffinet Miller
Chief Executive Officer
Provincial Capital
Commission*

The Honourable Ken Cheveldayoff
Minister Responsible for the Provincial Capital Commission

Dear Minister:

I have the honour of submitting the Annual Report for the Provincial Capital Commission for the fiscal year ending March 31, 2019.

The Provincial Capital Commission is committed to contributing to the high quality of life in Saskatchewan and pride in the Capital City by providing enhanced visitor experiences and educational programming at Wascana Centre and Government House, while being good stewards of the land and assets.

I acknowledge responsibility for the Provincial Capital Commission's financial administration and reporting, and ensure the information contained within this report is complete, accurate and reliable.

A handwritten signature in blue ink, appearing to read 'Monique Goffinet Miller'.

Monique Goffinet Miller
Chief Executive Officer

Introduction

This annual report for the Provincial Capital Commission (PCC) presents the organization's results for the fiscal year ending March 31, 2019. It provides results of publicly committed strategies, key actions and performance measures identified in the Provincial Capital Commission's *Plan for 2018-19*. It also reflects progress toward commitments from the Government Direction for 2018-19, the *Saskatchewan Plan for Growth – Vision 2020 and Beyond*, throne speeches and the Organization.

The annual report demonstrates the Organization's commitment to effective public performance reporting, transparency and accountability to the public.

Alignment with Government's Direction

The PCC's activities in 2018-19 align with Saskatchewan's vision and four goals:



Together, all organizations support the achievement of Saskatchewan's four goals and work towards a secure and prosperous Saskatchewan.

Organization Overview

The Provincial Capital Commission, in partnership with the Government of Saskatchewan, City of Regina and the University of Regina, is committed to ensuring Wascana Centre and Government House continue to be top tourism attractions within the Capital City. It is important that residents connect with both properties as places of significance and pride.

The Provincial Capital Commission's vision, mission and mandate are as follows:

Vision

Inspiring pride and fostering connections to Saskatchewan's Capital City.

Mission

To enhance quality of life by creating community partnerships, promoting visitor experiences and providing stewardship of the land and assets within the Provincial Capital Commission (PCC).

Mandate

Enhance the quality of life for our citizens through the celebration and creation of opportunities, stewardship of the land, and engagement of our youth about our democracy and provincial history. Promote, preserve and strengthen our diverse heritage and culture to ensure that Saskatchewan's Capital City is a source of provincial pride and significance.

Organizational Description

The Provincial Capital Commission Act was legislated in 2017 by the Government of Saskatchewan. The Provincial Capital Commission (PCC) Board of Directors contains three representatives from the Government of Saskatchewan and one each from the City of Regina and University of Regina. PCC provides management oversight and stewardship of Wascana Centre, Government House and the Territorial Building.

The Provincial Capital Commission is an agent of the Crown within the Province of Saskatchewan.

The purpose of the Provincial Capital Commission is to:

- Preserve and promote the history and culture of Saskatchewan and to ensure that Saskatchewan's capital continues to remain a source of pride for the people of Saskatchewan and a source of interest to visitors to Saskatchewan;
- Inform and educate, and to collect and disseminate information, with respect to the importance of Saskatchewan's capital and its place in the life and history of Saskatchewan and Canada;
- Prepare plans for and assist in the development, conservation and improvement of the capital region in order that the nature and character of the seat of Government of Saskatchewan is appreciated for its significance;
- Organize, sponsor or promote public activities and events in the capital region that will enrich the cultural and social fabric of Saskatchewan, taking into account the heritage and diversity of the people of

Saskatchewan;

- Administer and manage Wascana Centre, having regard to educational research and development opportunities, the advancement of the cultural arts, the improvement of recreational facilities and the conservation of the environment within Wascana Centre;
- Coordinate, develop, promote and implement policies and programs of the Government of Saskatchewan relating to the promotion of the Legislative Building and the Conexus Arts Centre, and the land on which they are situated; and international, national, provincial and regional special events and anniversaries to be commemorated within Saskatchewan's capital;
- To be responsible for the operation and management of Government House and the Territorial Building;
- To work together with businesses, communities, governments, agencies, ministries and the people of Saskatchewan to support the purposes of the PCC.

Wascana Centre includes 2,300 acres of urban land that provides countless functions and services to tenants, landowners and community resulting in an area of immeasurable value as a place of work, education, recreation and natural preservation.

- There are more than five million visitors to Wascana Centre annually. The centre is recognized as one of the top tourist and resident attractions in the City and many other attractions are within the centre's boundaries such as Candy Cane Park, the Royal Saskatchewan Museum, the Saskatchewan Science Centre, etc.
- In the heart of the City of Regina, Wascana Centre is one of the largest urban parks in North America providing a quality of life to the citizens of Regina that is not available in many other communities due to the proximity, the quantity and the variety of green space.
- Wascana Centre is the host facility of over 700 events annually, including flagship events like the Queen City Marathon, Dragon Boat Festival, Canada Day and Bazaar. Many of the events are low cost, with some being free.
- Wascana Centre boasts 8.7 kilometres of paved pathway and 5.6 kilometres of natural paths including the TransCanada Trail promoting a healthy active lifestyle for families and community.
- Numerous City facilities are located within the centre including the Wascana Pool and Douglas Park. The Provincial Capital Commission provides oversight and stewardship of these lands representing a level of continuity in its development and progression. Essential maintenance services are coordinated by the Ministry of Central Services to ensure surroundings are safe, beautiful and welcoming.
- The Habitat Conservation Area is a marsh ecosystem located in the heart of Wascana Centre that hosts environmental based programs and educational opportunities. Unique to the City of Regina, Wascana marsh is the habitat for many species including the western painted turtle.
- Top educational and research facilities are hosted including the University of Regina, Saskatchewan Polytechnic, First Nations University and Innovation Place (Regina).

Government House is a National Historic Site and multi-use public facility with 8.5 acres of manicured Edwardian Gardens. The building provides visitors an accessible historic location that preserves, promotes and celebrates Saskatchewan's living heritage at the home of the Crown in the province.

- Government House is a Provincial Heritage Property that serves over 35,000 visitors annually to its museum, conference facilities, art gallery and floral conservatory.
- Government House Museum and Programming opportunities are offered to the public in both official languages and free of charge.
- Since 1984, Government House has served as the Lieutenant Governor of Saskatchewan's working office and privately hosts dignitaries' multiple times a year, including Royal Family visits to the province.
- Government House is a tourism attraction known for its exceptional seasonal displays, public events, award ceremonies, citizenship ceremonies, historic tours and meeting facilities.
- Partnerships with community groups and other tourism attractions allow Government House to offer extended programming to tell the holistic story of Saskatchewan's heritage and culture.

- First-person interpretive tours and interactive displays give visitors the opportunity to interact with artifacts and learn more about their history as they tangibly engage with the site and its heritage collections.
- Government House is the home and steward to a collection of over 10,000 artifacts linked to the formation of the province of Saskatchewan in 1905, the role of the Lieutenant Governor, and Saskatchewan's formative years during the Victorian and Edwardian eras.
- 8.5 acres of wheelchair accessible manicured Edwardian Gardens welcome visitors year-round.
- Collaborative PCC ecology programming was established for the Government House Edwardian Gardens to highlight the PCC's mandate for land stewardship.

PCC's core function is to ensure Wascana Centre and Government House remain safe, beautiful and accessible places for all citizens to enjoy. In this capacity, PCC provides countless functions and services to the tenants, landowners and community.

Services and functions are as follows:

Development and Stewardship

PCC works closely with its participating parties on development projects from conception to completion and supports the work of the engineering and architectural advisory committees. Oversight is provided by this area in consultation with the Ministry of Central Services on all major projects within Wascana Centre, Government House and the Territorial Building including but not limited to roadways, lighting, playground equipment, etc. Our full-time Ecologist is responsible for conservation, education and environmental management throughout Wascana Centre and the Edwardian Gardens. Environmental programming is also a major focus as we provide youth an opportunity to connect with nature.

Events and Visitor Experience

This visitor centered area oversees event coordination, facility/grounds rentals and youth programming throughout Wascana Centre and Government House. The PCC focus on free historical, ecological and educational opportunities creates pride in the Capital City and promotes, preserves and strengthens our heritage.

Forestry and Horticulture

PCC is responsible for the maintenance and future of the urban forest located in Wascana Centre and in the Edwardian Gardens at Government House. The urban forest is monitored continually for disease, pruned, repaired and moved or replaced as required. Horticulture includes a nursery and greenhouses used to grow trees, plants and flowers. PCC plans, grows, plants and maintains the floral beds throughout Wascana Centre. Pest control is also part of our work and includes insects, rodents and noxious weeds.

Planning and Engagement

This diverse area includes executive management, operation planning and reporting, records management, human resource support, board support, policies, safety, committee and advisory services, strategic planning and community engagement activities.

Security and Enforcement

Focusing on education, prevention and enforcement, Special Constables will assist in ensuring Wascana Centre remains a safe and enjoyable place for everyone. Primary functions will include bylaw, traffic and parking enforcement within Wascana Centre.

Progress in 2018-19

Government Goals

Sustaining growth and opportunities for Saskatchewan people

Meeting the challenges of growth

Securing a better quality of life for all Saskatchewan people

Delivering responsive and responsible government

Organization Goal

Preserve and enrich Provincial Capital Commission (PCC) assets.

Strategy

Engage in collaborative planning to make sustainable, informed decisions.

Key Actions and Results

Ongoing implementation of the Master Plan for Wascana Centre.

In 2018-19, the PCC continued implementation of the Master Plan throughout Wascana Centre as part of our commitment to development and stewardship. This involved numerous smaller reviews on minor improvements such as landscaping and permanent signage and the continuation of two substantial building design reviews. The Architectural Advisory Committee has been renewed as part of this process, providing both orientation of Wascana Centre, roles and responsibilities of the committee, and background information on various projects and proposals. The process model for development reviews has also been defined with further clarification on the necessary review steps for proponents. Continued work with appropriate committees and stakeholders to implement the Wascana Centre Master Plan will be an ongoing task for the foreseeable future.

Implement environmental efficiencies to be responsible stewards of the land.

In 2018-19, the PCC has initiated and completed a study detailing a Riparian Zone Assessment and Water Quality Effects of Wascana Lake. This study has identified short, medium and long term planning options for water quality improvements within the Wascana Lake Watershed. Eight viable projects ranging in a variety of impacts and budget levels have been identified. Planning was initiated for a pilot project to be implemented in the 2019-20 year. The project will increase the volume of riparian zone in the Wascana East Lake through a shoreline improvement initiative, providing a positive effect on the water quality in Wascana Lake.

Continue alignment with the Ministry of Central Services to develop and implement a long-term plan for Wascana Centre and Government House.

The PCC and the Ministry of Central Services are closely aligned. Additional work and collaboration to identify and formalize the services provided by the Ministry of Central Services will clarify roles and responsibilities in the areas of: maintenance, corporate services, communications, accommodation and Information Technology.

Increase resources to create responsible stewardship.

To direct a stronger focus on stewardship, additional partnerships were sought for the facilitation of balanced workloads and the ability to work with participating parties within Wascana Centre. Staffing needs will continue to evolve as the PCC moves forward.

Strategy

Improve business operations to optimize government assets and resources.

Key Actions and Results

Review core business operations and service delivery to ensure efficiency and future sustainability.

A continued focus on core business and the development of the 2018-19 Operational Plan for the PCC has created an ongoing commitment and concentration on the mandate and mission of the PCC.

Develop a strong and consistent strategic communications and marketing plan.

Work to provide a strong communication and marketing plan for the PCC has begun and will be complete in 2019-20. Additionally, Government House has created a marketing plan to be implemented in the summer of 2019. Wascana Centre is now creating their marketing plan to be complete in 2019-20.

Collaborate with the Ministry of Central Services on the detailed design and construction of the Wascana Centre Maintenance Depot.

The PCC is working with Central Services and SaskBuilds on design parameters of the maintenance depot which is in need of replacement. The implementation will be determined based on funding approval and further design detailing from the Ministry.

Strategy

Maintain, restore and conserve heritage collections and places of significance for future generations.

Key Actions and Results

Follow heritage preservation policy and procedures to achieve conservation best practices.

Government House's acquisitions, loan and collections maintenance policies were reviewed and updated to reflect the new recommendations provided by the Museum Association of Saskatchewan's policy guidelines. Policies are being reviewed biannually to ensure Government House continually meets conservation standards.

Create consistent digital documentation to inventory heritage collections and places of significance within the PCC.

Using specialized software, resources have been dedicated to begin documenting the over 10,000 unique artifacts, collection pieces and heritage information at Government House. Maintenance and/or additional information on individual pieces is ongoing with an artifact condition report targeted for 2019-20.

Strategy

Protect and enhance the ecological integrity and natural beauty of PCC land and assets.

Key Actions and Results

Increase ecological programming to connect citizens to nature and their capital city.

In 2018-19, over 100 ecological programs were offered in Wascana Centre. These programs were offered through different classroom and field activities within Wascana Centre and included school programs, like the Junior Naturalist Program, guided walks, and summer day camps.



Additionally, Wascana Centre and Government House have collaborated to create new eco-programming at Government House for the 2019 summer season.

Collaborate with the Ministry of Central Services on the Irrigation Replacement Project within Wascana Centre.

The first phase of the overall project has been initiated and is nearing completion. The replacement project is divided into four planned phases.

Performance Measures

Percentage of Heritage Assets and Collections Digitally Documented

Government House is proud of its 10,000 strong artifact collection. This valuable collection of history and heritage is a way to connect visitors to this prominent attraction in the Capital City. Specialized database software, has been purchased to accommodate the digital information for generations to come. Resources have been allocated to this important task and in 2017-18 13% of the collection was digitally documented and in 2018-19 15%.

Percentage of Urban Forest

The tree inventory at Government House now has 319 trees identified, located, classified and a cost analysis complete. Elm pruning was completed in the winter of 2019, focusing on elm trees that had a potential safety issue or concern. Further work will be done to incorporate the tree canopy into the overall PCC regular maintenance schedule and increase diversification as an overall management plan throughout the 2019-20 season.

The PCC Forestry and Horticulture Branch will continue to work on the assessment and review of the urban forest canopy and planting beds within Wascana Centre. Currently we have 40% of the tree canopy in Wascana Centre identified and assessed at the end of 2018-19.

Government Goals

Sustaining growth
and opportunities for
Saskatchewan people

Meeting the
challenges of
growth

Securing a better
quality of life for all
Saskatchewan people

Delivering
responsive and
responsible
government

Organization Goal

Citizens feel pride and connection to their capital city.

Strategy

Develop innovative partnerships to create collaborative programming and service delivery.

Key Actions and Results

Deliver high quality educational experiences to promote the Capital City as the seat of government.

A Day in the Legislative Assembly

During the spring and fall Legislative sittings, the Provincial Capital Commission hosted, *A Day in the Legislative Assembly*. This educational program aligns with the Grade 8 curriculum and provides students an insider's view of the Legislative Building to learn about the democratic system of government. Students toured the Legislative Building, watched House in Session and attended a Panel Session hosted by the Speaker of the Legislative Assembly. The Speaker, Government MLA, Opposition MLA and Clerk of the Legislative Assembly explained their roles in the House, followed by a question period. In 2018-19 the Provincial Capital Commission welcomed over 100 students to their Legislative Building from the Sunwest and Prairie Spirit School Divisions. The program has been offered since 2012 with over 490 students attending.



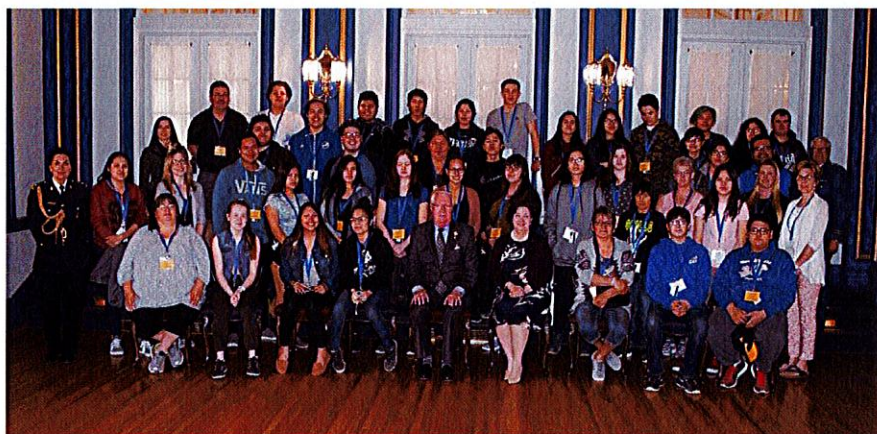
Students from Beechy, Eaton and Kyle, Saskatchewan

Charles Knight Youth Mentorship Program

The Provincial Capital Commission hosted 32 high school students and their teacher chaperones from Black Lake, Cumberland House, Deschambault Lake, Dillon, La Loche, La Ronge, Southend and Stony Rapids for the ninth annual Charles Knight Youth Mentorship Program from May 6-9, 2018.

This program offered students from northern Saskatchewan an opportunity to learn about their democratic system of government, explore post-secondary education opportunities, careers in government and learn about the history of our province.

The students met with Cabinet Ministers, MLAs, government officials and participated in a Mock Parliament in the Chamber of the Legislative Building with the Honourable Mark Docherty, Speaker of the Legislative Assembly. The students were introduced in the House and watched the House in Session. They toured the Legislative Building, Government House, University of Regina, First Nations University of Canada, Saskatchewan Polytechnic-Regina Campus and the RCMP Depot Division. The students stayed in residence at the University of Regina which allowed them an opportunity to see what it would be like as a student.



Students with The Honourable W. Thomas Molloy,
Lieutenant Governor of Saskatchewan



First Nations University of Canada
Ceremonial Tipi

Organize or promote public activities and events that ensure the Capital City is a source of pride.

The Charles Knight Youth Program is offered annually in May and to date the Provincial Capital Commission has hosted over 235 students from northern Saskatchewan.

PCC unveiled a number of new initiatives within Wascana Centre in 2018 including the Visitor Information Kiosk where visitors are encouraged to stop by to find out what events and activities are happening across the city. This was an initiative delivered in partnership with Tourism Regina and resulted in almost 400 people using this new kiosk.



The PCC organized various activities with our Wascana Centre partners, including the Royal Saskatchewan Museum, MacKenzie Art Gallery and Saskatchewan Science Centre and activities such as yoga in the park, sculpture garden sketching and running clinics encouraged citizens to visit and enjoy the park.



Boat tours of Wascana Lake occurred weekly over the summer with over 550 people enjoying this fun, outdoor activity.

A collaborative initiative called “Vision 2020” has been spearheaded in partnership with Tourism Regina. This initiative will include ten (10) different attractions including Government House across the Capital City. The collaboration will create a “Tourism Regina Attractions Passport” available to promote the venues and exhibits throughout the summer of 2020.

Provide new visitor experiences at Wascana Centre and Government House to increase visitation and awareness to the Capital City.



Government House piloted a new first-person interpretive program called, *If These Walls Could Talk*. This station tour had visitors step back in time with characters that came to life around them in the Amedée Forget Museum. Over one weekend, Government House hosted 400 new visitors with this summer program.

Another initiative with the Regina Public Library allowed for a four-part, *Write Your Own Family History*, writing workshop at Government House to promote literacy.

The QEII Art Gallery at Government House hosted four new installations by local Saskatchewan artists throughout the year. Each exhibit launch had an “Artist Meet and Greet” afternoon tea where visitors could engage with the artist to learn new techniques.

New bilingual resources were completed in 2018-19 that included pamphlets, exhibits and programming in both official languages at Government House.

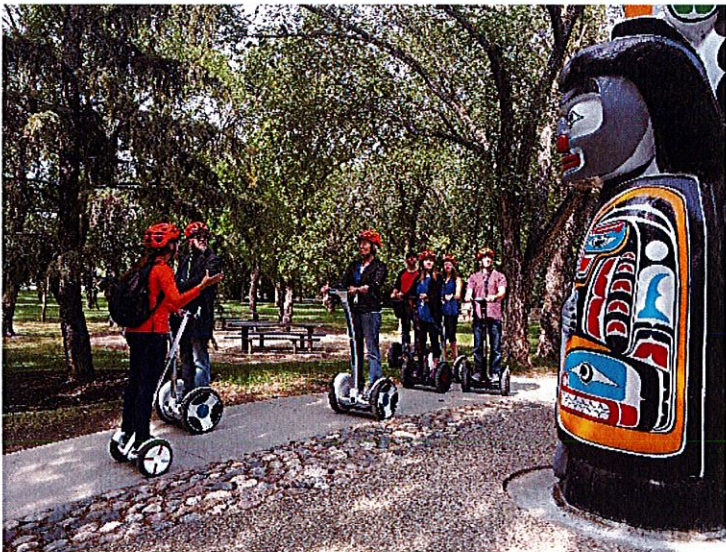


A fun, new initiative at Government House was the Board Game Family Day event held on February 18, 2019 (Family Day) to provide visitors with an education on old time family traditions.

The inaugural National Indigenous Peoples' Day event at Government House was held on June 21, 2018. This event celebrated the Crown's connection to the First Peoples and provided educational awareness of Indigenous culture.



To attract visitors to Wascana Centre, amenities such as segway rentals, canoe/kayak rentals and food trucks were available on a regular basis.



Utilize continuous improvement tools to evaluate program effectiveness and achieve efficiencies.

Based on best practices and a goal to improve customer service standards and streamline our facilities booking processes, the PCC purchased and installed software that will accommodate booking boardrooms, sites and locations at both Wascana Centre and Government House. Working with the Ministry of Central Services, a continuous improvement study on our booking processes was undertaken to ensure a seamless operation going forward. However, the current internet connectivity at Wascana Place has impeded this work and as such an investment in a dedicated fibre optics line was required and is being implemented in 2019 to continue this improvement for visitors.

Gather data on visitation numbers and visitation satisfaction at Wascana Centre and Government House to determine future direction and scope.

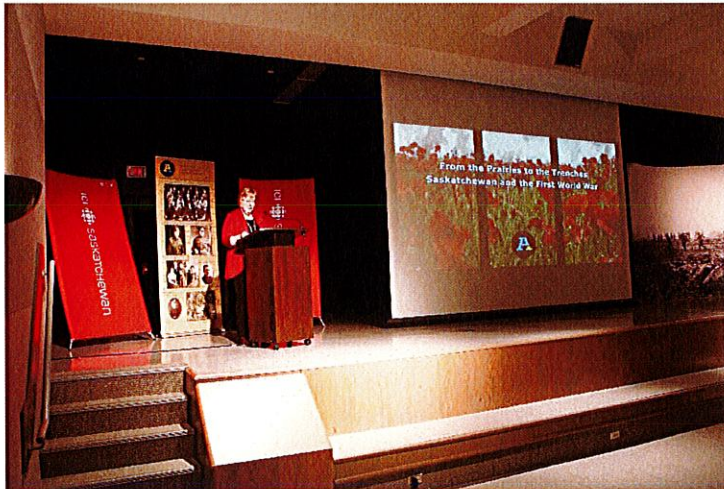
A partnership between Tourism Regina and Government House provided the opportunity to gather feedback from visitors on their experience at Government House. Every guest entering Government House was asked a series of questions regarding their visit to strategically address any gaps and direct future exhibits, programming and marketing. As a result, social media marketing strategies and new programming were identified and provided investment.

Monthly visitation numbers are captured all year long by staff and analyzed monthly by demographic group at Government House. Wascana Centre documented the number of visitors to the new Tourism Kiosk at Wascana Place which resulted in 376 inquiries and the number of Wascana Lake Boat Tours resulted in 587 visitors using this exclusive programming feature. Additional data will be collected in 2019 that will solicit ideas about further services in Wascana Centre and at Government House.

Support the Provincial Military Liaison in recognizing and paying tribute to our citizens and Saskatchewan's military history.

The PCC actively supports the Provincial Military Liaison and contributes towards initiatives that the province recognizes and promotes. A committee co-chaired by the Provincial Military Liaison was struck earlier in the year that involved military, community, and government to organize the 2018 Armistice Ball in recognition of the 100th Anniversary of the end of the fighting in the First World War. The gala was a huge success with over 400 people in attendance with military elements to the dinner and evening that added to the military education of attendees. First World War exhibits displayed at the Legislative Building since 2014 were removed and displayed at the gala along with many military exhibits.

The Provincial Archives of Saskatchewan released the fifth and final video as part of the five-part video series created to commemorate the 100th Anniversary of the First World War. This final video launch and reception was organized at the MacKenzie Art Gallery in the Shumiatcher Theatre and was attended by over 150 people. This video series began in 2014 to highlight the beginning of the 100th Anniversary of the First World War.



Linda McIntyre, Provincial Archivist, addresses the audience at the video launch.

Additionally, a Wall of Honour was created to showcase the 15 Saskatchewan recipients of the Victoria Cross. The plaques were on display in the Rotunda of the Legislative Building for the Service of Remembrance in November and moved to the Cumberland Gallery until mid-December. Following that, the collection was at Government House from December to late January to be shown during the popular New Year's Day Levee hosted

by the Lieutenant Governor before being moved to Room 218 of the Legislative Building for permanent display.

Strategy

Ensure programs and services are accessible to all.

Key Actions and Results

Develop a Government House website to host information on programs and services to foster a vibrant and connected capital city.

Government House designed and launched its new website in August 2018. The website will continue to be updated and now includes an event calendar that allows for quick and easy information sharing, and streamlined booking options.

Review programs and services to ensure relevancy and accessibility.

During this fiscal year, all programming at Wascana Centre and Government House was reviewed to ensure relevancy and to adopt financial efficiencies while developing marketing and outreach strategies to increase visitation. During the year, Wascana Centre delivered just over 100 environmental programs ranging from school programs to special holiday themed events. Based on evaluations, the PCC was able to better streamline educational programs at Wascana Centre and Government House into a more effective and efficient process. By focusing on our primary programs and taking elements from others, the PCC is now able to offer educational programs that meet curriculum links in an engaging and interactive way. Wascana Centre introduced a pilot program for high school grades that provides students with hands-on fieldwork experience. Based on the success and feedback from educators, four different high school programs were successfully introduced. We also introduced *Watt Gone Wild* at Government House which is a nature-based program that combines ecology with the history of the grounds.

The Government House website, to increase accessibility, has been linked to a new on-site digital panel to provide visitors current information at the front door. This new digital display will have updates on what the visitor can find at the House any given day and will include: way finding, programming, partnership promotions, videos and an opportunity for the visitor to engage with games and historical information. The digital technology also offers audio elements to visitors with sight challenges.

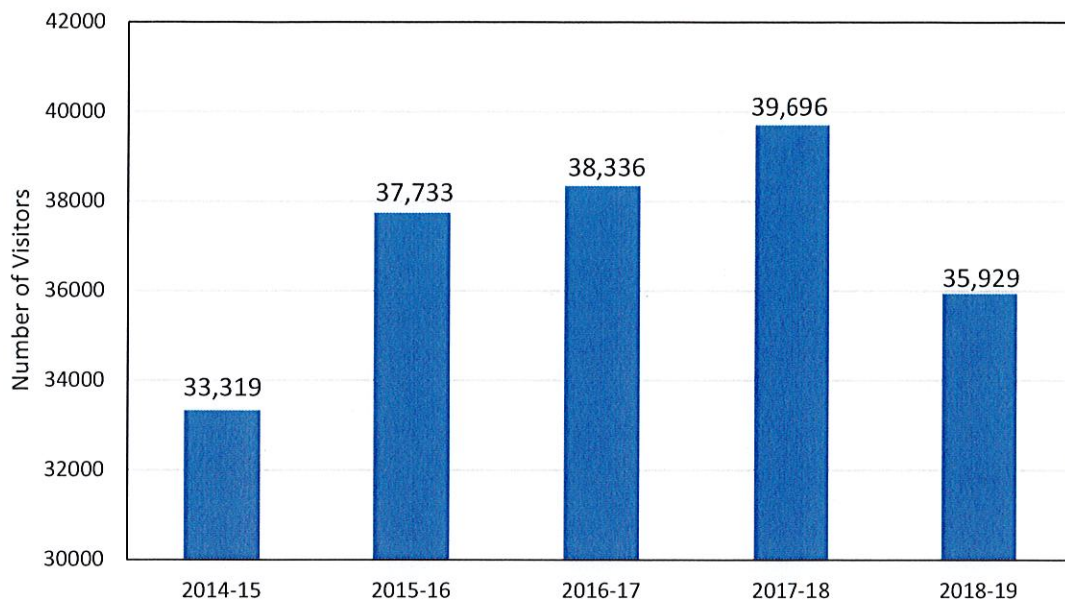
Performance Measures

Visitation Numbers

In partnership with Tourism Regina and the opening of the new Visitor Information Kiosk at Wascana Place, 376 visitors took advantage of this opportunity. As well, 587 Wascana Lake Boat Tours were given during the summer season.

Environmental educational programming offered at Wascana Centre was presented to approximately 2,400 students and another 2,800 citizens enjoyed public programs that included guided walks, park point programs or special events.

Number of Visitors to Government House



Source: Provincial Capital Commission - Government House

Government House is a significant historic site of the provincial capital. Built in 1891, the building first served as the official residence of the Lieutenant Governor of the North-West Territories. Restored to the period of the Lieutenant Governor Amédée Forget, who was in office from 1898-1910, the museum, gives visitors a glimpse of life at Government House at the turn of the 20th century. Surrounded by the majestic 8.5 acre Edwardian Gardens, Government House is promoted as a diverse education centre and a premier tourist attraction open throughout the year. Government House is both a designated National Historic Site and Provincial Heritage Property.

In 2018-19 Government House experienced reduced visitation after the completion of Canada 150 programming.

Visitation Satisfaction

In collaboration with Central Services Communications Staff and tourism partners, an iPad survey for summer 2019 is being created for both Wascana Centre and Government House. Data being pulled from this research will include visitor satisfaction, demographics and improved services.

Additionally, data collected regarding the Charles Knight Youth Mentorship Program found that:

- In 2017 – 97% of students/teachers would recommend the program to others and in 2018 – 100%;
- In 2017 – 89% thought the Mock Parliament with the Speaker of the Legislative Assembly to be good/excellent and in 2018 – 95%;
- In 2017 – 69% of students indicated that participating in the tours and staying in residence at the University of Regina influenced their decision to attend a post-secondary institution after graduation, and in 2018 – 82%.

Government Goals



Sustaining growth and opportunities for Saskatchewan people



Meeting the challenges of growth



Securing a better quality of life for all Saskatchewan people



Delivering responsive and responsible government

Organization Goal

Foster a culture of integrity and innovation, strengthening employee engagement and commitment to excellence.

Strategy

Support greater employee engagement and productivity.

Key Actions and Results

Create and implement an employee engagement action plan.

Employees, both out-of-scope and in-scope, developed work plans based on the 2018-19 Operational Plan for the Provincial Capital Commission. This encouraged manager/supervisor and employee discussions about the organizational changes and provided needed information flow to determine priorities, workload, and opportunities within the organization. An all staff appreciation was held on August 22, 2018 that brought together employees from all areas of the organization to serve as a team building exercise. As well, on January 29, 2019 PCC staff met to discuss our strategic plan and provide input. Another piece of our employee engagement action plan was to develop clear roles and responsibilities for employees in the new organization and that work is continuing. The transition of employees from Wascana Centre Authority to the Provincial Capital Commission has provided opportunities but also challenges as roles, responsibilities, services and work sharing has been identified.

Additionally, employees participated in their first Employee Engagement and Culture Survey in November 2018 that provided the organization valuable input with areas of focus going forward.

Performance Measures

Employee Survey

In November 2018, the Provincial Capital Commission conducted the Employee Engagement and Culture Survey. The Provincial Capital Commission is focused on creating a positive work culture and has identified values such as team work, integrity and respect that support an engaged workforce.

The overall results of the survey are positive with 60% of our employees participating. For the first year, given the transition of employees moving from Wascana Centre Authority into the Provincial Capital Commission and Wascana Centre maintenance employees moving to the Ministry of Central Services, some of the outcomes and areas of focus were expected.

Positive results show that 92% of employees receive a sense of accomplishment in the work they do and 88% think their job is a good fit with their skills and interests. The priority matrix of the survey helps identify areas of focus by analyzing the correlation between “drivers” and their impact. For example, the matrix indicates that employees receive meaningful recognition for work well done, yet comments received indicate that employee recognition is an area of targeted improvement. Other areas for improvement are: Communication; learning and development; and innovation.

2018-19 Financial Overview

In the 2018-19 fiscal year, the Provincial Capital Commission's financial position remained stable with status quo operating funding from the City of Regina and University of Regina, and an increase of funding from the Province of Saskatchewan of \$500,000. In addition, the City of Regina approved the capital funding request.

The Provincial Capital Commission realized a significant surplus for the year which is designated for future projects for landscape maintenance, landscape construction and specific projects.

The majority of expenditures remain in salaries and benefits and contractual services and materials required to deliver the continued level of services and maintenance to maintain Wascana Centre and Government House operations.

Statement of Financial Position

As at March 31, 2019

Financial Assets

Due from General Revenue Fund	\$ 8,842,321
Cash	300
Accounts receivable	45,166
	<u>8,887,787</u>

Liabilities

Accounts payable and accrued liabilities	940,893
Unearned revenue	23,813
	<u>964,706</u>

Net financial assets	<u>7,923,081</u>
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Non-financial assets

Capital assets	3,427,164
Prepaid expenses	2,507
	<u>3,429,671</u>

Accumulated surplus	<u>\$ 11,352,752</u>
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Statement of Operations and Accumulated Surplus

For the year ended March 31, 2019

Grants	\$ 10,636,700
Service and other revenue	1,138,062
Donations	9,632
	<hr/> 11,784,394
Salaries and benefits	4,462,746
Contractual services and materials	2,391,636
Accommodations	2,120,002
Amortization	232,212
Utilities	276,468
	<hr/> 9,483,064
Surplus for the year	2,301,330
Accumulated surplus – beginning of year	<hr/> 9,051,442
Accumulated surplus – end of year	<hr/> <hr/> \$ 11,352,752

Please see www.saskatchewan.ca/provincial-capital-commission for complete audited financial statements.

For More Information

Provincial Capital Commission

For general information about the Provincial Capital Commission, please visit www.saskatchewan.ca/provincial-capital-commission

Wascana Centre

For specific inquiries about Wascana Centre, please visit www.wascana.ca

Government House

For specific inquiries about Government House, please visit www.governmenthousesk.ca

Government of Saskatchewan

For more information about the Government of Saskatchewan, please visit www.saskatchewan.ca

For specific inquiries related to this report, please contact:

Provincial Capital Commission
2900 Wascana Drive
Box 7111
REGINA SK S4P 3S7
Phone: 306-522-3661
Fax: 306-565-2742

Provincial Capital Commission

Payee Disclosure

2018-19 Fiscal Year

Salaries and Benefits

Listed are payees who received \$50,000 or more for salaries, wages, honorariums, etc. and for pension and public sector benefits.

JACOBSON, GWEN E	\$	119,585
GOFFINET MILLER, MONIQUE V		118,374
COULTHARD, PATRICK W		116,927
WHIPPLER, RYAN J		114,233
DEBERT, CHAD D.		74,061
ROSS, CARRIE		72,393
CUDDINGTON, DONNA M		71,081
MCEWEN, RON A		65,018
HILL, ELIZABETH C		61,377
WEIR, STEVEN SCOTT		57,877
BARR, DEREK H		54,513
ROMULD, SARAH L		53,832

Goods and Services

Listed by payee are expenses of \$50,000 or more for the provision of goods and services, including travel, office supplies, communications, contracts, and equipment.

MINISTER OF FINANCE-MINISTRY OF CENTRAL SERVICES	\$	5,315,369
MINISTER OF FINANCE-MINISTRY OF FINANCE		454,525
SASKPOWER CORPORATION		106,992
SCOTIABANK VISA		103,648
BMO PURCHASE CARDS-PROVINCIAL CAPITAL COMMISSION		90,065
R & D PAVING & LANDSCAPING		69,516
REGINA, CITY OF		55,790
PHOENIX ADVERTISING GROUP INC.		54,472

PROVINCIAL CAPITAL COMMISSION

FINANCIAL STATEMENTS

March 31, 2019

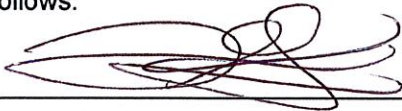
MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL STATEMENTS

The accompanying financial statements of the Provincial Capital Commission have been prepared by management in accordance with Canadian public sector accounting standards. This responsibility includes selecting appropriate accounting policies and making objective judgements and estimates affecting the measurement of transactions.

In discharging its responsibilities for the integrity and fairness of financial statements and for the accounting systems from which they are derived, management maintains the necessary system of internal controls designed to provide assurance that transactions are authorized, assets are safeguarded and proper records are maintained.

The Board of Directors is responsible for overseeing the performance of management's financial reporting responsibilities and for the approval of these financial statements.

The Provincial Auditor of Saskatchewan audited the financial statements; their report follows.

A stylized signature in dark ink, consisting of several loops and a long horizontal stroke.

Monique Goffinet Miller
Chief Executive Officer

A stylized signature in blue ink, featuring a large 'M' and a long horizontal stroke.

Michelle Paetsch, CPA, CGA
Director, Financial Services, Ministry of
Central Services



INDEPENDENT AUDITOR'S REPORT

To: The Members of the Legislative Assembly of Saskatchewan

Opinion

We have audited the financial statements of the Provincial Capital Commission, which comprise the statement of financial position as at March 31, 2019, and the statement of operations and accumulated surplus, statement of changes in net financial assets and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of Provincial Capital Commission as at March 31, 2019, and the results of its operations, changes in its net financial assets, and its 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 Financial Statements section of our report. We are independent of the Provincial Capital Commission in accordance with the ethical requirements that are relevant to our audit of the 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 Financial Statements

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

In preparing the financial statements, management is responsible for assessing the Provincial Capital Commission 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 Provincial Capital Commission or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Provincial Capital Commission's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the 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 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 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.



PROVINCIAL AUDITOR
of Saskatchewan

- 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 Provincial Capital Commission'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 Provincial Capital Commission'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 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 Provincial Capital Commission to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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 identified during the audit.

Judy Ferguson, FCPA, FCA
Provincial Auditor
Office of the Provincial Auditor

Regina, Saskatchewan
June 17, 2019

Provincial Capital Commission

Statement of Financial Position

As at March 31, 2019

	2019	2018 (Note 11)
Financial assets		
Due from General Revenue Fund (Note 3)	\$ 8,842,321	\$ -
Cash	300	5,700,513
Accounts receivable	45,166	64,151
	<u>8,887,787</u>	<u>5,764,664</u>
Liabilities		
Accounts payable and accrued liabilities	940,893	367,585
Unearned revenue	23,813	27,475
	<u>964,706</u>	<u>395,060</u>
Net financial assets	<u>7,923,081</u>	<u>5,369,604</u>
Non-financial assets		
Tangible capital assets (Schedule 1)	3,427,164	3,659,376
Prepaid expenses	2,507	22,442
	<u>3,429,671</u>	<u>3,681,818</u>
Accumulated surplus (Note 4)	<u>\$ 11,352,752</u>	<u>\$ 9,051,422</u>

Contractual rights and obligations (Note 6)
See accompanying notes to the financial statements.

Approve by the Board:

Member Barbara Young

Member Michael McLan

Provincial Capital Commission

Statement of Operations and Accumulated Surplus

For the year ended March 31

	2019 Budget (Note 10)	2019	2018 (Note 11)
Revenue			
Grants			
Government of Saskatchewan – Ministry of Central Services	\$ 7,118,000	\$ 7,118,000	\$ 3,618,000
City of Regina	2,119,000	2,119,000	2,119,000
University of Regina	799,700	799,700	799,700
Other	-	-	190,263
City of Regina – Capital grant	600,000	600,000	600,000
Service revenue	1,000,000	780,627	1,084,462
Rental revenue	210,000	222,981	243,372
Development and application fees	17,000	6,800	14,700
General donations	20,000	9,632	16,520
Interest	50,000	116,937	49,328
Loss on asset disposal	-	-	(2,258)
Miscellaneous	10,000	10,717	18,042
	<u>11,943,700</u>	<u>11,784,394</u>	<u>8,751,129</u>
Expense			
Salaries and benefits (Note 5)	5,096,839	4,462,746	4,892,001
Contractual services and materials (Note 5)	3,816,100	2,391,636	3,045,545
Accommodation	2,120,000	2,120,002	-
Amortization	232,377	232,212	232,377
Utilities	215,000	276,468	201,595
	<u>11,480,316</u>	<u>9,483,064</u>	<u>8,371,518</u>
Surplus (deficit) for the year	463,384	2,301,330	379,611
Accumulated surplus – beginning of year	9,051,422	9,051,422	-
Transfer of net assets upon establishment	-	-	8,671,811
Accumulated surplus – end of year (Note 4)	\$ 9,514,806	\$ 11,352,752	\$ 9,051,422

See accompanying notes to the financial statements.

Provincial Capital Commission

Statement of Changes in Net Financial Assets

For the year ended March 31

	2019 Budget (Note 10)	2019	2018
Net financial assets – beginning of year	\$ 5,369,604	\$ 5,369,604	\$ -
Transfer of net financial assets	-	-	4,952,162
Surplus for the year	463,384	2,301,330	379,611
Net acquisition of tangible capital assets	-	-	(182,630)
Amortization	232,377	232,212	232,377
Use (purchase) of prepaid expenses	22,442	19,935	(11,916)
Net financial assets – end of year	<u>\$ 6,087,807</u>	<u>\$ 7,923,081</u>	<u>\$ 5,369,604</u>

See accompanying notes to the financial statements.

Provincial Capital Commission

Statement of Cash Flows

For the year ended March 31

	<u>2019</u>	<u>2018</u>
		(Note 11)
Cash provided by (used in)		
Operating activities:		
Surplus for the year	\$ 2,301,330	\$ 379,611
Amortization	232,212	232,377
Loss on sale of assets	-	2,258
Decrease in accounts receivable	18,985	8,818
Decrease (increase) in prepaid expense	19,935	(11,916)
Increase (decrease) in accounts payable	573,308	(205,065)
(Decrease) in unearned revenue	(3,662)	(5,195)
	<u>3,142,108</u>	<u>400,888</u>
Investing activities:		
Capital asset additions	-	(351,858)
Capital asset sale proceeds	-	166,970
	<u>-</u>	<u>(184,888)</u>
Increase in cash	3,142,108	216,000
Transfer of cash upon establishment	-	5,484,513
Cash and cash equivalents – beginning of year	<u>5,700,513</u>	<u>-</u>
Cash and cash equivalents – end of year	<u>\$ 8,842,621</u>	<u>\$ 5,700,513</u>
 Cash and cash equivalents consist of:		
Due from General Revenue Fund	\$ 8,842,321	\$ -
Cash	<u>300</u>	<u>5,700,513</u>
	<u>\$ 8,842,621</u>	<u>\$ 5,700,513</u>

See accompanying notes to the financial statements.

Provincial Capital Commission

Notes to the Financial Statements

For the year ended March 31, 2019

Note 1. Description of operations

On June 12, 2017 Bill 50 – Provincial Capital Commission Act (the Act) was proclaimed, establishing the Provincial Capital Commission (the Commission) as an incorporated agent of the Crown. The funding partners are the Government of Saskatchewan, the City of Regina and the University of Regina. The partners nominate members to the Board of Directors of the Commission whom are appointed by the Lieutenant Governor in Council.

The Commission's purpose is to:

- preserve and promote the history and culture of Saskatchewan and the importance of Saskatchewan's capital;
- assist in the development, conservation and improvement of the capital region in order that the nature and character of the seat of the Government of Saskatchewan may be in accordance with its provincial significance;
- organize, sponsor and promote public activities and events in the capital region to enrich the cultural and social fabric of Saskatchewan;
- administer and manage Wascana Centre, having regard to educational research and development opportunities, the advancement of the cultural arts, the improvement of recreational facilities and the conservation of the environment within Wascana Centre;
- promote the Legislative Building, Saskatchewan Centre of the Arts and Wascana Centre;
- coordinate, develop, promote and implement policies and programs related to special events and anniversaries to be commemorated within Saskatchewan's capital; and
- be responsible for the operation and management of Government House and the Territorial Building.

Under the Act, the Commission establishes a master plan for Wascana Centre and ensures all developments are consistent with the plan; approves all exterior improvements, including buildings, facilities and landscape; establishes bylaws; provides special services; and undertakes construction and maintenance within the boundaries of the Centre. Developments within the Centre such as buildings, roadways and landscaped areas are owned and are the responsibility of the titled landowner.

Note 2. Significant accounting policies

The financial statements have been prepared by management in accordance with Canadian public sector accounting standards for provincial reporting entities established by the Canadian Public Sector Accounting Board. A Statement of Remeasurement Gains and Losses has not been prepared since the Commission does not have any remeasurement gains or losses. The following accounting policies are considered significant.

Revenue recognition

Government transfers are recognized as revenue in the period during which the transfer is authorized and eligibility criteria are met, except when and to the extent that the transfer stipulations give rise to an obligation that meets the definition of a liability.

Provincial Capital Commission

Notes to the Financial Statements

For the year ended March 31, 2019

Note 2. Significant accounting policies - continued

Revenue from the sale of goods and services are recognized in the period earned or received.

Tangible capital assets

Tangible capital assets owned by the Commission are recorded at cost less accumulated amortization. Amortization is provided on the straight-line basis over the following periods:

Buildings and land improvements	20 to 45 years
Water infrastructure	40 years
Heavy equipment	20 years
Equipment	10 years
Vehicles	10 years
Office equipment	5 years

Use of estimates

The preparation of financial statements in conformity with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amount of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the period. Actual results could differ from the estimates.

Financial instruments – Recognition and measurement

All financial instruments are initially recognized at fair value. The Commission has the following financial instruments: due from General Revenue Fund, accounts receivable and accounts payable and accrued liabilities. 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 carrying amount of these instruments approximates fair value due to their short-term nature.

Non-financial assets

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

Note 3. Due from General Revenue Fund

The Commission's bank account is included in the Consolidated Offset Bank Concentration arrangement for the Government of Saskatchewan. The Commission earns interest on a quarterly basis, calculated on the Government's thirty-day borrowing rate and the Commission's average daily bank account balance. The Government's average thirty-day borrowing rate for 2019 was 1.54%.

Provincial Capital Commission

Notes to the Financial Statements

For the year ended March 31, 2019

Note 4. Accumulated surplus

The accumulated surplus represents grants designated for future projects for landscape maintenance, landscape construction, specific projects or designated donations. Advance funds received from the City of Regina are intended to fund operations in the subsequent fiscal period. The Board has designated a special project reserve that may be used for any purpose approved by the Board. During the year the Commission also received other grants totaling \$600,000 (2018 - \$790,263) dedicated to projects and landscape construction.

Accumulated surplus is designated as follows:

	2019	2018
Funding advanced for future fiscal year	\$ 2,119,000	\$ 2,119,000
Special projects reserve – restricted	158,162	158,162
Projects & landscape construction	4,932,668	2,434,126
Master Plan	134,819	99,819
Fine arts	59,448	59,448
Invested in tangible capital assets	3,427,164	3,659,376
Designated surplus - internal	521,491	521,491
	<u>\$ 11,352,752</u>	<u>\$ 9,051,422</u>

Note 5. Expense allocations

Salaries and benefits	2019	2018
		(Note 11)
Commission staff:		
Executive Office & Planning	\$ 505,821	\$ 1,165,385
Government House	432,148	-
Maintenance	-	1,897,559
Horticulture & Forestry*	-	997,896
Horticulture	470,298	-
Forestry	511,516	-
Development & Stewardship	185,459	386,909
Events and Visitor Experience	510,061	444,252
	<u>2,615,303</u>	<u>4,892,001</u>
Contracted staff – Ministry of Central Services:		
Maintenance	1,756,080	-
Development & Stewardship	91,363	-
	<u>1,847,443</u>	<u>-</u>
	<u>\$ 4,462,746</u>	<u>\$ 4,892,001</u>

*In prior years Horticulture and Forestry were operated as one department. Upon transition these departments were operated and reported separately as presented in 2019.

Provincial Capital Commission

Notes to the Financial Statements

For the year ended March 31, 2019

Note 5. Expense allocations - continued

Contractual services and materials

	2019	2018
		(Note 11)
Core:		
Executive Office & Planning	\$ 267,366	\$ 248,761
Government House	159,836	-
Maintenance	874,070	745,699
Horticulture & Forestry	-	71,072
Horticulture	53,189	-
Forestry	52,969	-
Development & Stewardship	70,398	166,807
Events and Visitor Experience	166,358	88,600
	<u>1,644,186</u>	<u>1,320,939</u>
Non-Core:		
Service fees	108,888	401,118
Development and Infrastructure Projects	638,562	1,323,488
	<u>747,450</u>	<u>1,724,606</u>
	<u>\$ 2,391,636</u>	<u>\$ 3,045,545</u>

Note 6. Contractual rights and obligations

At March 31, 2019, the contractual rights for rental revenue for the upcoming year were \$30,881 (2018 - \$76,320).

At March 31, 2019, the contractual obligations for consulting and construction services, to be received by the Commission for the upcoming year, were \$76,361 (2018 - \$8,499).

Note 7. Related party transactions

These financial statements include transactions with related parties. The Commission is related to the University of Regina, City of Regina and all Saskatchewan Crown Agencies such as ministries, corporations, boards, and commissions under the common control of the Government of Saskatchewan, as well as its key management personnel and their close family members. Additionally, the Commission is related to organizations where they have key management personnel and/or their close family members in common. Transactions with these related parties are in the normal course of operations and are settled on normal trade terms.

The Ministry of Central Services provides certain administrative services at no charge to the Commission.

Provincial Capital Commission

Notes to the Financial Statements

For the year ended March 31, 2019

Note 7. Related party transactions - continued

Major sources of grant funding are from the funding partners for landscape maintenance and operations. The Commission received \$7,118,000 (2018 - \$3,618,000) from the Government of Saskatchewan (Ministry of Central Services), \$2,119,000 (2018 - \$2,119,000) from the City of Regina and \$799,700 (2018 - \$799,700) from the University of Regina.

The Commission also received designated funding in the amount of \$600,000 (2018 - \$600,000) from the City of Regina for capital development.

Note 8. Financial risk management policy

The Commission is exposed to various risks through financial instruments. The Commission's financial instruments and the nature of the risk which they may be subject to are as per the following descriptions.

Credit risk

The Commission is exposed to credit risk from the potential non-payment of accounts receivable. The majority of accounts receivable are from funding partners and other related parties. Therefore, the credit risk on accounts receivable is minimal and no allowance for doubtful accounts has been set up.

Liquidity risk

Liquidity risk is the risk that the Commission will not be able to meet all cash flow obligations as they come due. The Commission manages its liquidity risk through monitoring projected and actual cash flows and accounts receivable management. As the Commission has sufficient cash on hand to meet all obligations, the risk is minimal.

Note 9. Pension plan

The Commission made contributions to a defined contribution plan (Public Employees Pension Plan) totaling \$161,621 (2018 - \$627,616) and are included in salaries and benefits in the Statement of Operations and Accumulated Surplus. The Commission's financial obligation is limited to making required payments to match the amount contributed by the employees for current services.

Note 10. Budget figures

The budget figures are presented for comparison purposes. The budget was approved by Provincial Capital Commission's Board of Directors on November 8, 2018.

Provincial Capital Commission

Notes to the Financial Statements

For the year ended March 31, 2019

Note 11. Comparative figures

Certain of the prior year comparative figures have been reclassified to conform with the current year's presentation. Also, the Commission did not receive funding for, operate, or manage Government House or Territorial Building in 2017-18. Comparative figures report only Wascana Centre operations. For 2018-19 expenses related to Government House include accommodations of \$2,120,002, contracted services and materials of \$159,836 and salaries and benefits of \$432,148.

Note 12. Subsequent events

Subsequent to year end the Commission's tangible capital assets (Schedule 1) will be transferred to the Ministry of Central Services at book value.

Provincial Capital Commission

Schedule 1 – Tangible capital assets

	Assets from Partners	Land	Buildings & Land Improvements	Water Infrastructure	Heavy Equipment	Equipment	Vehicles	Office Equipment	2019 Total	2018 Total
Cost										
Opening Balance	\$ 1	\$ 1,669,894	\$ 4,968,996	\$ 145,858	\$ 876,890	\$ 2,188,099	\$ 1,128,214	\$ 47,411	\$ 11,025,363	\$ -
Transfers upon establishment	-	-	-	-	-	12,803	-	-	12,803	10,943,973
Additions	-	-	-	-	-	-	-	-	-	351,858
Disposals	-	-	-	-	-	-	-	-	-	(270,468)
Closing Balance	1	1,669,894	4,968,996	145,858	876,890	2,200,902	1,128,214	47,411	11,038,166	11,025,363
Accumulated Amortization										
Opening Balance	-	-	4,186,435	97,480	770,117	1,385,446	897,542	28,967	7,365,987	-
Transfers upon establishment	-	-	-	-	-	12,803	-	-	12,803	7,234,850
Amortization	-	-	50,675	1,706	7,414	118,040	48,229	6,148	232,212	232,377
Disposals	-	-	-	-	-	-	-	-	-	(101,240)
Closing Balance	-	-	4,237,110	99,186	777,531	1,516,289	945,771	35,115	7,611,002	7,365,987
	\$ 1	\$ 1,669,894	\$ 731,886	\$ 46,672	\$ 99,359	\$ 684,613	\$ 182,443	\$ 12,296	\$ 3,427,164	\$ 3,659,376

Provincial Capital Commission



Plan for 2019-20

Saskatchewan! 

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Statement from the Minister



*The Honourable Ken Cheveldayoff
Minister Responsible for the
Provincial Capital Commission*

I am pleased to present the Provincial Capital Commission Plan for 2019-20.

Government Direction and Budget for 2019-20 is focused on *The Right Balance* for Saskatchewan. We're returning to a balanced budget with sound fiscal management while keeping taxes low, supporting economic growth and ensuring quality government programs and services for people and businesses in Saskatchewan.

The Provincial Capital Commission contributes to Saskatchewan's quality of life by providing high quality visitor experiences, educational programming and stewardship of the land and assets within Wascana Centre and Government House and the Edwardian Gardens.

In 2019-20, the Provincial Capital Commission will focus on environmental efficiencies and stewardship with a strategic effort on water quality and shoreline improvements for Wascana Lake. Additionally, continued delivery of ecological and interpretive programs in Wascana Centre will highlight the unique nature of our Capital City and one of the largest urban parks in North America.

The Provincial Capital Commission understands that public amenities and infrastructure improvements are a vital part of citizen interaction and accessibility while in Wascana Centre. As well, increased resources to the security within Wascana Centre with a focus on education, prevention and enforcement will contribute to the safe environment and promotion of public activities.

Creating quality visitor experiences in Wascana Centre and at Government House is a continued focus for 2019-20. Wascana Centre is expanding the Visitor Experience Kiosk launched in 2018, in collaboration with Tourism Regina, to provide citizens with programming and event information in the capital city. As well, new initiatives will be offered to families throughout the summer wanting to explore Wascana Centre.

Government House has many unique and creative bilingual public programs launching this summer including a new exhibit highlighting the ecology and connection to Wascana Centre through George Watt's story, the original gardener in the early 1900's. Government House staff are always creating new ways to educate citizens on the provincial history of the House recognizing that it is a national historic site and a provincial heritage property.

The Provincial Capital Commission will continue to share its stories and develop opportunities to create quality experiences for Saskatchewan citizens.

Response to Government Direction

The Government of Saskatchewan is committed to having *The Right Balance*. We will continue to carefully manage spending and focus on government priorities, such as competitive taxes, investments in economic growth and providing programs and services that meet the needs of Saskatchewan people and businesses.

Saskatchewan's Vision

"... to be the best place in Canada – to live, to work, to start a business, to get an education, to raise a family and to build a life."

Sustaining growth and opportunities for Saskatchewan people

Meeting the challenges of growth

Securing a better quality of life for all Saskatchewan people

Delivering responsive and responsible government

Saskatchewan's vision and four goals provide the framework for organizations to align their programs and services and to meet the needs of Saskatchewan's citizens.

All organizations will report on progress in their 2019-20 annual reports.

Operational Plan

Mandate Statement

To enhance quality of life for our citizens through the celebration and creation of opportunities, stewardship of the land, and engagement of our youth about our democracy and provincial history. Promote, preserve, and strengthen our diverse heritage and culture to ensure that Saskatchewan's Capital City is a source of provincial pride and significance.

Mission Statement

To enhance quality of life by creating community partnerships, promoting visitor experiences and providing stewardship of the land and assets within the Provincial Capital Commission.

Vision

Inspiring pride and fostering connections to Saskatchewan's Capital City.

Government Goals



Organization Goal

Preserve and enrich Provincial Capital Commission assets.

Strategy

Engage in collaborative planning to make sustainable, informed decisions.

Key Actions

- Ongoing implementation of the Master Plan for Wascana Centre.
- Implement environmental efficiencies to be responsible stewards of the land.
- Continue alignment with the Ministry of Central Services to develop and implement a long-term plan for Wascana Centre and Government House.
- Develop a long-term Master Plan for Government House and the Edwardian Gardens.

Strategy

Improve business operations to optimize government assets and resources.

Key Actions

- Review core business operations and service delivery to ensure efficiency and future sustainability.
- Collaborate with the Ministry of Central Services on the detailed design and construction of the Wascana Centre Maintenance Depot.
- Explore opportunities for strategic revenue generation.
- Develop regulations, review bylaws and create policies while providing Board support.



Strategy

Establish effective plans to tell our story and brand our services to increase public awareness.

Key Actions

- Develop a strong and consistent strategic communications and marketing plan.

Strategy

Maintain, restore and conserve heritage collections and places of significance for future generations.

Key Actions

- Follow heritage preservation policy and procedures to achieve conservation best practices.
- Create consistent digital documentation to inventory heritage collections and places of significance within the Provincial Capital Commission.

Strategy

Protect and enhance the ecological integrity and natural beauty of Provincial Capital Commission lands and assets.

Key Actions

- Increase ecological programming to connect citizens to nature and their Capital City.
- Develop a strategy for urban forest renewal and maintenance of Provincial Capital Commission lands and gardens.
- Collaborate with the Ministry of Central Services on the Irrigation Replacement Project within Wascana Centre.
- Implement and construct the East Edwardian Gardens at Government House.

Performance Measures

Percentage of Heritage Assets and Collections Digitally Documented

Digitally document 25% of the heritage assets and artifacts included in the Government House collection.

Percentage of Urban Forest

Digital documentation of the tree diversification and garden spaces in Wascana Centre and at Government House and Edwardian Gardens, overall capturing 50% of the total inventory.

Efficient Process for Maintenance Administrative Services

Conduct a value stream mapping exercise with the Ministry of Central Services to review and improve the maintenance administrative processes for Wascana Centre.



Government Goals

Sustaining growth and opportunities for Saskatchewan people

Meeting the challenges of growth

Securing a better quality of life for all Saskatchewan people

Delivering responsive and responsible government

Organization Goal

Citizens feel pride and connection to the Capital City.

Strategy

Develop innovative partnerships to create collaborative programming and service delivery.

Key Actions

- Deliver high quality educational experiences to promote the Capital City as the seat of government.
- Organize and promote public activities and events that ensure the Capital City is a source of pride.
- Provide new visitor experiences at Wascana Centre and Government House to increase visitation and awareness to the Capital City.
- Develop a strategy to identify and create outdoor educational spaces.
- Utilize continuous improvement tools to evaluate program effectiveness and achieve efficiencies.

Strategy

Ensure programs and services are accessible to all.

Key Actions

- Enhance the Provincial Capital Commission website to host information on programs and services to foster a vibrant and connected Capital City.
- Review programs and services to ensure relevancy and accessibility.
- Develop appropriate wayfinding systems to assist the visitor within Wascana Centre.

Strategy

Improve the safety and wellbeing of citizens and property within Wascana Centre.

Key Actions

- Upgrade the Security and Enforcement Branch by hiring additional Constables to support visitor safety within Wascana Centre.
- Educate, prevent and enforce all applicable laws and bylaws governing Wascana Centre.

Performance Measures

Visitation Numbers

Determine the number of visitors attending public events and programming, including educational programming for students, to identify growth opportunities and future direction.

Visitation Satisfaction

Track and collect data regarding visitor satisfaction at public events, visitor experiences and educational programming.

Visitor Safety

Citizens feel secure and safe while enjoying Wascana Centre.



Government Goals



Sustaining growth and opportunities for Saskatchewan people



Meeting the challenges of growth



Securing a better quality of life for all Saskatchewan people



Delivering responsive and responsible government

Organization Goal

Foster a culture of integrity and innovation, strengthening employee engagement and commitment to excellence.

Strategy

Develop a cohesive and productive organization.

Key Actions

- Create and implement an employee engagement action plan that includes work plans and job descriptions for all staff.
- Create a safe environment for all employees by maintaining an optimal Provincial Capital Commission Safety Program.
- Create and implement an Employee Recognition Program.
- Develop and implement a staff communication plan as a result of the Employee Engagement Survey.
- Develop and implement a training and development plan that supports all employees as a result of the Employee Engagement Survey.
- Create a committee that supports innovative ideas for the Provincial Capital Commission as a result of the Employee Engagement Survey.

Performance Measures

Training and Development

Based on the baseline of 2018-19, increase the number of training, learning or development hours by 10%.

Highlights

2019-20 Budget Highlights:

- The Provincial Capital Commission which is funded by the Government of Saskatchewan, the City of Regina and the University of Regina will utilize core funding, plus additional one-time funding from the City of Regina, to invest in infrastructure projects within Wascana Centre that include:
 - Arboretum Park lighting, landscaping and trees;
 - Wascana Drive multi-use pathway extension;
 - Wascana Centre picnic sites upgrades;
 - Douglas Park pathway along Assiniboia Avenue and McDonald Street;
 - Wascana Drive rehabilitation from Power House Drive to McDonald Street; and
 - McDonald Street parking lot reconstruction.
- Supplementary projects will be initiated throughout the year and completed as resources and timing permit.
- Additionally, the Ministry of Central Services, in consultation with the Provincial Capital Commission, will invest in major projects throughout Wascana Centre including sewer infrastructure repairs, lighting upgrades, and road and sidewalk repairs.
- The Ministry of Central Services, in consultation with Government House, is proposing to initiate an estimated two to three-year project of parking upgrades and accessibility improvements.
- Government House will also focus on literacy projects, curriculum based initiatives and diversity programming in collaboration with community partners for the 2019-20 fiscal year.
- The Provincial Capital Commission's Events and Visitor Experience Branch will focus on ecological and interpretive programming within Wascana Centre, as well as educational programming highlighting the seat of government.
- Increased resources to the security within Wascana Centre with a focus on education, prevention and enforcement will contribute to the safe environment and promotion of public activities.

Financial Summary

2019-20 Operating Budget

(in thousands of dollars)

Revenue

Province of Saskatchewan	\$ 7,118
City of Regina	2,119
University of Regina	800
Other grants	600
Service and Other Revenue	1,208
Donations	10

Total Revenue **11,855**

Expenses

Salaries and benefits	\$ 5,208
Contractual services and materials	4,708
Accommodation	2,120
Amortization	6
Utilities	501

Total Expenses **12,543**

Net Operating Loss **(688)**

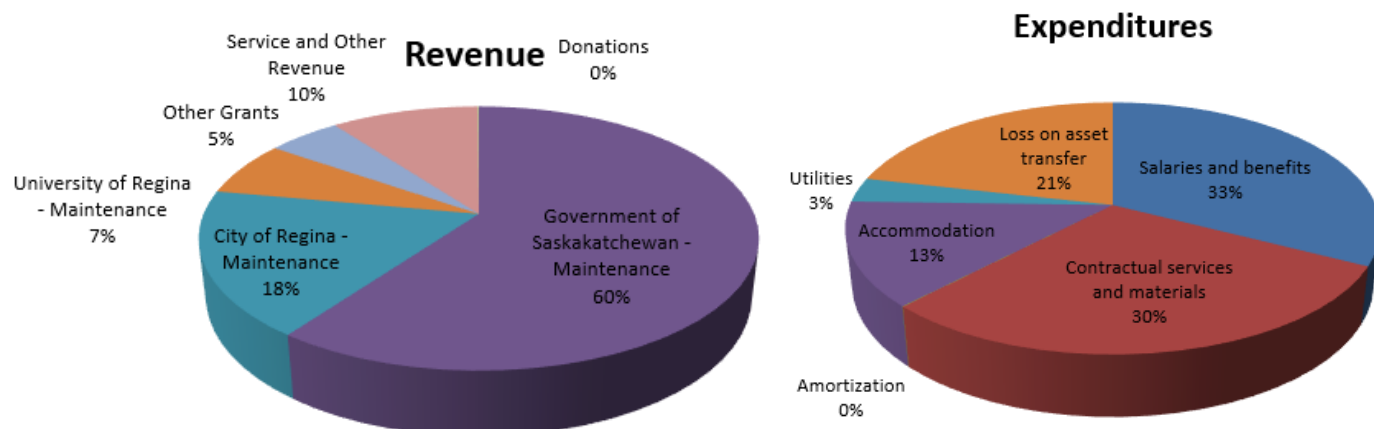
Less Transfer of Assets **(3,415)**

Net Deficit **\$ (4,103)**

Note:

Net operating loss totaling \$688 is fully funded through accumulated surplus for investments in infrastructure, landscape and development projects in Wascana Centre.

Transfer of building and equipment assets from Wascana Centre to the Ministry of Central Services resulted in a \$3,415 loss for the Provincial Capital Commission.



For more information, see the Budget Estimates at: <http://www.saskatchewan.ca/budget>



October 30, 2019

City of Regina Mayor & Council
 Attention: Curtis Smith
 Manager, Budget and Long-Term Financial Planning
 Financial Strategy & Sustainability Division
 City Hall – 2476 Victoria Avenue
 REGINA SK S4P 3C8

RE: Regina Exhibition Association Limited (REAL) 2020 Budget / Community Investment Funding

This letter is to seek the approval of the Regina City Council for Community Investment Funding of \$100,000 for 2020 for the Regina Exhibition Association Limited (REAL). REAL is requesting \$100,000 to support improvements related to safety and critical business issues which will be allocated based on the building assessment. In previous years REAL has received a grant of \$400,000 from the City of Regina on a \$41M annual budget. In 2019 REAL reduced the grant funding request to \$200,000 and in 2020 we are once again reducing the grant funding request to \$100,000. REAL delivers 99% cost recovery from annual operations and invests any surplus back into the maintenance and improvements of civic infrastructure at Evraz Place, all of which is owned by the City of Regina. At REAL each dollar made in profit is for the purpose of reinvestment to the benefit of all the community we serve, the sustainability of our facilities, and to reduce the long term deferred maintenance risk on civic assets.

REAL has governed the Evraz Place campus through transformational change over the last number of years and as we look towards the future there is even more significant change on the horizon. The International Trade Centre and Mosaic Stadium are the two latest additions to our world-class campus that programs in sport, recreation, culture, events, agriculture, conferences, conventions, and most importantly memory-making. Over the last number of years REAL has seen our business model grow by over 40% in only a few short years. This growth has been concurrent between the Revenue and Expense side of our business and like any organization experiencing rapid growth we are in the process of optimizing and improving our business efficiency. We strongly believe in the importance of communication and transparency and welcome the opportunity discuss and present our request to City Council.

Mandate

Established in 1884 REAL is 135 years old – older than the province of Saskatchewan. In January 2014 REAL moved under the *Non-Profit Corporations Act 1995 (Saskatchewan)* and the City of Regina (COR)

became Real's sole shareholder. Under the Unanimous Members Agreement (UMA) REAL became an arms-length municipally owned entity. The City of Regina owns the lands and assets of Evraz Place which REAL operates on the behalf of City Council in accordance with the UMA.

The mandate of REAL as per the UMA is as follows:

- (a) operate in the best interests of the community and enrich the quality of life for people in the community through the hosting and delivery of local, regional, national, and international events;
- (b) develop, operate and maintain City and other facilities to provide world-class hospitality for trade, agri-business, sporting, entertainment and cultural events that bring innovation, enrichment and prosperity to the community; and
- (c) operate with an entrepreneurial spirit and to pursue expanded business venture that could generate additional revenue.

Services

REAL operates a number of the communities' most activated venues with more than 3.5 Million annual visitors. Evraz Place is home to Mosaic Stadium and the Saskatchewan Roughriders. The Regina Pats have played on the property for more than 100 years and call the Brandt Centre home. The Queensbury Convention Centre boasts 42,000 sq. ft. of flexible space for conventions, conferences, weddings, trade shows, meetings, and more. Combined with the other facilities Evraz Place provides more than 300,000 sq. ft. of continuous indoor space. The recently named AffinityPlex is 90,000 sq. ft. with a regulation indoor soccer field. The six-rink hockey arena, the Co-operators Center, host tournaments almost every weekend generating considerable tourism and economic benefit. The International Trade Centre (ITC) is the new home for the Canadian Western Agribition, major trade shows, conference and other events of all shapes and sizes. Our two signature events Queen City Exhibition and the Canadian Farm Progress Show allow us to host neighbours to international guests as we showcase the best Regina has to offer.

REAL is more than just the buildings and events we operate. At REAL we bring economic impact that effects the province at \$425M GDP and Regina at \$219M GDP. REAL is the catalyst for 4,784 jobs provincially and 1 in 40 jobs in Regina. Annually our facilities caters to 2.4 million active users and hosts 3.5 million annual guests from over 50 different countries. REAL is proud of our diverse and inclusive workforce with 12% self-declared visible minorities and 15% self-declared as indigenous. Our team at REAL builds memories for our neighbours, for Regina, for Saskatchewan, for Canada, and for the world. The 100-acre campus located moments away from the downtown core is truly a hub at the heart of many of the exceptional events, memories, and experiences that happen within our City and our Province.

2019 Accomplishments and Risks

The 2019 operating year was truly a year to gain clarity, develop a deeper level of understanding, strategic planning and hosting of International events. Throughout the year, the Board of Directors had the opportunity to review the performance of the organization since the opening of the International Trade Centre and assuming the operating mandate for the new Mosaic Stadium. With enhanced activity based reporting, the Board was provided a lens into the profitability of major events which provided them a valuable operational understanding of 2019 and highlighted that REAL is in a phase of transition and heightened the need to identify ways to become sustainable.

Clarity & Understanding

In 2019 the Board of Directors commissioned a Facility and Asset Condition Review with the support of Stantec Consulting based in Regina. The results of this work highlights a sizable short term capital funding short fall and the need for the development of a long-term capital plan while concurrently reconsidering and identifying other revenue and profitability sources to support the capital needs of the organization in the future.

With an improved understanding of the operational impact to the organization with Mosaic Stadium and the International Trade Centre, the Board of Directors have recognized REAL operates under a relatively consistent revenue and expenditure model. This clarity supports the strategic position of the Board of Directors that new funding sources must be secured as earning potential from current operations is roughly \$1M annually in a successful year which is not sufficient to service the long term capital needs of the site.

Through REAL's work in 2019, it has been identified a sizable capital investment is needed to maintain the operations of the Brandt Centre and consequently, the Board of Directors and major tenants have recognized that a plan for the future operations of the Brandt Centre and indoor multi-purpose event space must be developed. This will be a planning priority in 2020.

Strategic Planning

With the current strategic plan Vision 2020 coming to a close the Board of Directors have recognized the governance responsibility of developing a new multi-year strategic approach for the future of the REAL. The Board of Directors has spent considerable time, energy and investment on the understanding of the current operations and site functionality as they work towards a new Strategic Plan. The Board of Directors will be finalizing a Strategic Plan for the consideration of Regina City Council, as the owner and sole shareholder, in Quarter 2 of 2020. This plan will include a detailed five year business plan and a strategic 15 year model. Highlights of this plan will include the following:

1. The development of a future facing plan for the Brandt Centre;

2. The proposal of a Sports, Entertainment and Recreation District within a greater Regina Revitalization Strategy and specific to the site managed by REAL;
3. The progression of Letters of Intent related to a future Hotel Opportunity, Restaurant Opportunity, and Soccer Facility towards supported, permitted and developed initiatives;
4. The re-alignment of key leases, contracts and agreements in place with the City of Regina to support the future direction of the REAL strategic plan; and
5. The coordination of a specialized tax model that will support the enhancement of the site and city assets related to future growth on the existing campus.

International Events

Once again REAL provided opportunities to showcase, highlight and celebrate the City of Regina on a global stage while concurrently bringing our community and Province together. This year REAL acquired, planned and supported unprecedented levels of Economic Development related to Tourism with the hosting of back to back Garth Brooks Stadium dates (only dates in Canada for 2019) hosting over 79,000 people in two days and played host to the Tim Horton's NHL Heritage Classic that was the first non-NHL market game in Canada and broadcast across North America. This truly was another year of outstanding events that benefited the organization, the business community and community spirit.

Risks

This year, REAL invested in sourcing and delivering on outstanding events, focusing on operational efficiencies and planning for the future. These events and work do not happen without incurring the necessary ancillary costs and as a consequence, there will be a challenge in achieving the 2019 budget. This highlights there is a significant risk in future years, should major events not occur, as 2019 was a remarkably successful major event year and considered a key revenue source for the sustainability of REAL.

2020 Opportunities and Risks

The primary risks related to REAL in 2020 are specific to Capital Infrastructure Risk and Major Event Hosting.

As highlighted in the Stantec Facility Asset Condition Review and multi-year shortfalls in Net Operating Income the gap between annual earnings generated by REAL and capital asset maintenance continues to broaden. With the sizable need for immediate investment REAL currently lacks the earnings to reinvest into community owned assets and this creates a material risk for a failure. The Board of

Directors have consistently maintained a focus on life safety and public safety items and is confident that facilities remain in strong working order but within the next 24 months there will be a need to generate new funding sources to mitigate future operational risk of a facility shut-down. Each year REAL maintains the capital budget at \$500,000 (which aligns with the available funding) however the investment required in capital maintenance continues to exceed what is available.

As identified, major events are critical to the financial success of REAL. To recap, in 2018 REAL was fortunate to host the Memorial Cup and the Curling Brier and in 2019 REAL secured a partnership for the Garth Brooks Stadium Tour and the Tim Horton's NHL Heritage Classic. These major events in 2018 and 2019 have represented roughly \$1M in positive earnings relative to the REAL annual operating budget. For 2020 REAL will work closely with the Saskatchewan RoughRiders to host the 2020 Grey Cup a truly National Event, which will mitigate some event risk, however at this point this is the only major event REAL has been able to secure. REAL is still in the process of sourcing and securing other entertainment opportunities for a major stadium event but if another major event is not secured, this will present some public and financial risk following a successful 2019.

In Closing

In closing we would like to sincerely thank the City of Regina for their continued leadership and support as our owner, sole-shareholder, and our largest partner. You more than anyone understand that the business of civic space making is one that takes time, partnership, collaboration, and contribution. You have afforded the opportunity as a not-for-profit community based organization to operate, maintain, and grow your flagship amenities at Evraz Place and for this we are appreciative of the opportunity and committed to delivering exceptional results.

Sincerely,



Tim Reid

President & Chief Executive Officer
REGINA EXHIBITION ASSOCIATION LIMITED



Sandra Masters

Board of Directors - Chair
REGINA EXHIBITION ASSOCIATION LIMITED

cc. David Sinclair, Chair, Audit & Finance Committee
Roberta Engel, Vice President Corporate Operations & Finance

4:30 p.m. – 7:30 p.m.
Wednesday, October 16, 2019
Corporate Boardroom, Administration Building
CONFIDENTIAL

Board Directors:	Sandra Masters (Chair), Marty Meloche, David Sinclair, Ken Budzak, Blain Kezama, Kathleen McCrum, Gordon Selinger, Tiffany Stephenson, Grant Wasnik (via teleconference), Sandra Bellegarde, Collin Pullar, Wayne Morsky, Chris Holden (ex-officio) and Kevin France (ex-officio).
Administration:	Tim Reid, Amanda Acorn, Gerry Fischer, and Roberta Engel.
Guests:	N / A
Regrets:	Sandra Bellegarde and Tiffany Stephenson

MOTION

To accept the proposed 2020 Operating Budget as distributed and to instruct Administration to forward to the City of Regina Council.

Moved by David Sinclair. Seconded by Wayne Morsky
All in favour. Carried.

MOTION

To accept the proposed 2020 Capital Budget as distributed and to instruct Administration to forward to the City of Regina Council.

Moved by David Sinclair. Seconded by Blain Kezama.
All in favour. Carried.

Regina Exhibition Association Limited
operating Evraz Place
All of REAL

Total Business - Annual Report Format

Statement of Income

	<i>Budget</i> 2020 \$	<i>Forecast</i> 2019 \$	<i>Actual</i> 2018 \$	<i>Actual</i> 2017 \$	<i>Actual</i> 2016 \$	<i>Actual</i> 2015 \$
Revenues						
Food & Beverage Sales	15,410,330	13,963,825	14,649,011	15,151,244	8,659,343	8,678,342
Other Sales & Rentals	28,737,108	24,459,652	22,710,259	23,597,045	16,583,553	16,736,093
Contributions & COR Capital	128,640	279,730	1,118,104	407,256	401,324	454,229
Sponsorships & Advertising	3,136,200	2,700,590	2,314,417	2,231,408	1,684,469	1,725,224
Revenue Continuance	2,600,000	2,600,000	2,600,000	2,600,000	2,600,000	2,600,000
	50,012,278	44,003,797	43,391,791	43,986,954	29,928,689	30,193,887
Expenses						
Cost of Goods Sold	5,510,863	5,146,007	5,330,585	5,611,569	3,308,226	3,237,849
Utilities	3,469,130	3,465,493	3,462,322	3,248,958	2,103,651	2,184,855
In-Scope Labour Costs	12,407,367	12,561,722	12,902,694	10,654,996	8,161,790	8,260,348
Out-of-Scope Labour	7,722,036	7,040,538	6,769,245	6,582,021	4,920,505	4,037,817
Contracted Labour	2,172,475	1,865,625	1,911,465	2,456,674	1,521,499	893,351
Other Non-Labour Costs	15,856,686	11,681,126	10,615,067	11,993,181	6,126,967	7,249,772
Repairs & Maintenance	2,016,478	1,823,901	1,697,235	2,924,120	3,084,062	2,675,110
	49,155,035	43,584,412	42,688,613	43,471,519	29,226,699	28,539,101
EBITDA	857,243	419,385	703,178	515,435	701,990	1,654,786

KPIs

% of Sales:

Cash Generation	2%	1%	2%	1%	2%	5%
Cost of Goods Sold	36%	37%	36%	37%	38%	37%
In-Scope Salaries	26%	30%	32%	26%	30%	30%
Out-of-Scope Salaries	16%	17%	17%	16%	18%	15%
Repairs & Maintenance	4%	4%	4%	7%	11%	10%
Other Non-Labour Costs	33%	28%	26%	29%	22%	26%
In-Scope : Out-of-Scope Salaries Ratio	1.61	1.78	1.91	1.62	1.66	2.05



October 28, 2019

City Council
City of Regina
PO Box 1790
Regina, SK S4P 3C8

RE: ECONOMIC DEVELOPMENT REGINA INC. (EDR) 2020 COMMUNITY INVESTMENT FUNDING

Dear Members of Council:

For the 2020 fiscal year, EDR is requesting an investment of \$1,848,240 to support maintaining core services and to achieve the 2020 Business Plan strategic priorities. The City's core investment, community and stakeholder engagement, confidence in EDR and overall momentum has also resulted in partner and third party investments in EDR doubling that of a few years ago. Our gearing ratio (stakeholder and partner contributions: City core funding) is projected to exceed 90 cents in 2020.

Enclosed please find the 2020 Business Plan for Economic Development Regina Inc. (EDR) which was approved by our board of directors on October 10, 2019.

2019 was an important year for EDR and our stakeholders, moving forward several key initiatives including the growth of the entrepreneurial ecosystem; Events, Conventions and Tradeshow (ECT) growth; visitor attraction and enhanced experiences; investment into EDR; enhancement of our community brand; and advancing smart sector growth in particular as it relates to Agriculture and Food. The Greater Regina Area (GRA) is becoming more diverse, entrepreneurial, younger and Audacious. So must EDR in collaboration with our stakeholders and partners. 2020 will be a year to build off the current momentum and to establish a bold direction with high impact priorities. An Economic Growth Plan for the City's consideration will be completed and EDR will create its own five-year strategy.

Immediate high impact priorities in 2020 will include:

Smart growth sector strategies. Developing and executing a growth strategy focused on Ag-Food that will establish the GRA as a food hub for Canada and the World, as well as continuing to grow the ECT and Visitor economy in the GRA.

Strong, competitive identity. Developing and executing a defined and succinct competitive identity for the GRA.

Robust entrepreneurial eco-system. Executing the Entrepreneurship community strategy that positions the GRA as a recognized top entrepreneurial ecosystem in Canada.

Identification of new, emerging strategic opportunities. Development and approval by City Council of an Economic Growth Plan, that will provide direction, inform future decisions, and align priorities among community stakeholders for future growth of our City. EDR will also finalize its own five-year strategy.

Increased incremental investment. In addition to securing \$1.6 million in non-city revenue, increased investments to support strategic bold initiatives will be sought from the city, community stakeholders, and provincial and federal governments.

2020 will be a year of focus, disciplined choice and action for EDR as we work diligently with our shareholder, partners, stakeholders and our staff to realize our community's vision of the GRA in the years to come.

Sincerely,

A handwritten signature in black ink, appearing to be 'Frank Hart', with a stylized, cursive script.

Frank Hart
Chair of the Board

A handwritten signature in blue ink, appearing to be 'John D. Lee', with a stylized, cursive script.

John D. Lee
President and CEO

Enclosures (1): 2020 Business Plan



Economic
Development Regina Inc.

2020 BUSINESS PLAN

SEE FURTHER

GROW HIGHER





2020 BUSINESS PLAN SUMMARY

Located at the heart of the Canadian Prairies, Regina is known for building great things. Its abundant natural and human resources, proximity to strategic customers and transportation routes positions Regina favourably within the context of a rapidly changing global economy.

Recently, Saskatchewan has been exposed to external challenges such as trade barriers with our key export markets, adapting to a climate-regulated economy and uncertain short-term demand for some of our provincial commodities. Despite these concerns, our ability to collaborate as a community remains an important driver that allows our city to harness our advantages and position us for a prosperous future and continued growth. The Greater Regina Area's (GRA) core economic and social assets put us in a competitive position relative to challenges we face.

The economy is back into growth mode, with 2.3% Gross Domestic Product (GDP) growth expected this year, following a 0.8% growth in 2018. Now is the time for growth. The GRA has the fourth-youngest population in Canada resulting from a surging new-Canadian and youthful indigenous population. The GRA economy is among the most diversified in the country and a new generation of entrepreneurs is fostering a spirit of innovation and community building.

This forward looking and audacious approach guides EDR's 2020 Business Plan – one which builds on the work of board and management over the last five years and sets the foundation for ongoing success.

2019 was an important year for EDR, moving forward several key initiatives to advance towards its stated priorities:

- Increased incremental investment
- Strong, competitive identity
- Robust entrepreneurial eco-system
- Smart growth sector strategies
- Identification of new strategic opportunities

Smart growth in the strategic industry sectors continues to be a primary focus for EDR. The business plan for EDR outlines the Key Performance Indicators (KPIs) that align with the strategic intents of the organization. This disciplined approach and the focused allocation of resources will ensure EDR's work positively impacts the community.

The year 2020 will be a year to reflect, but more importantly a year to establish a bold new direction with high impact priorities. An economic growth plan for the City's consideration will be completed and EDR will create it's five-year strategy.

The GRA is growing, becoming more diverse, entrepreneurial, younger and audacious. So too must EDR. The EDR Board of Directors and management are confident in achieving the ambitious objectives contained in this business plan.

EDR Vision

The Greater Regina Area (GRA) prospers as a vibrant and diversified economy for investors, a strong destination experience for visitors, and a place of choice with a high standard and quality of life for residents.

Value Proposition

EDR IS A LEADER

and catalyst for economic development.

RAPID ADVANCEMENT

of strategic industry sectors is facilitated by EDR.

COORDINATES SHARING

and exchange of ideas, pooling resources, and leveraging of community investments.

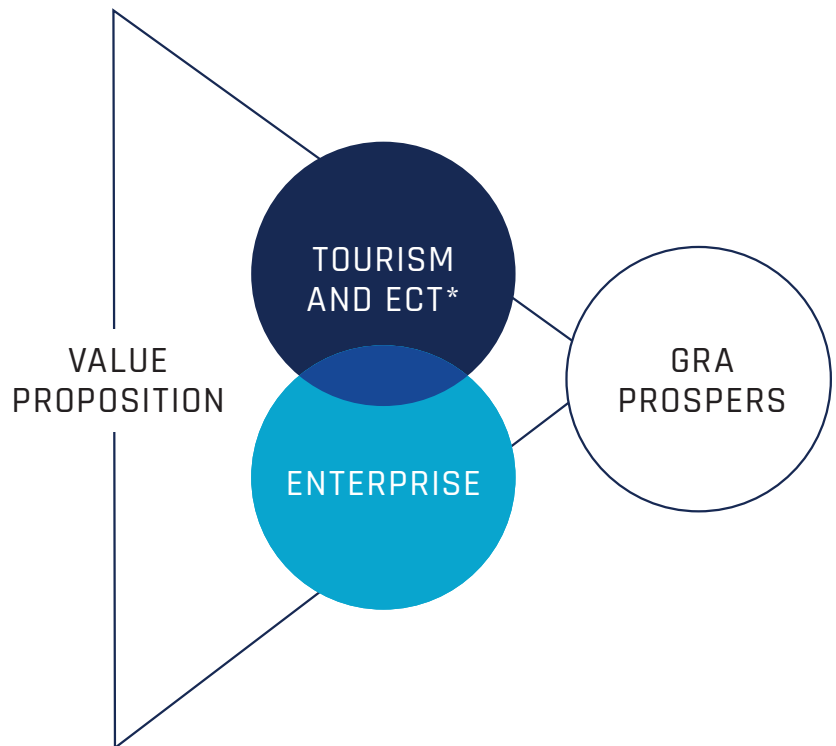
SUCCESSFUL PROJECT IMPLEMENTATION

INSIGHTS AND IDEA

generation which identifies promising and emerging opportunities and needs.

INDUSTRY INTELLIGENCE

to assist in informing and guiding industry and entire sectors on growth and expansion strategies.



Business Model



SHARED VISION & OUTCOMES

*Events Conventions and Tradeshow

STRATEGIC INTENT

EDR is responsible for providing leadership for economic growth to the City of Regina and the community, with specific accountability for the following core functions:

- Support industry growth and diversification through retention, development and attraction of business and tourism.
- Find innovative ways to support the community in sustaining growth while effectively addressing the challenges of growth.
- Market and promote the Greater Regina Area for business and tourism.
- Ensure the Greater Regina Area prospers as a vibrant and diversified economy for investors, is a strong destination experience for visitors and a place of choice with a high quality of life for residents.

EDR IS THE CATALYST FOR
DRIVING ECONOMIC GROWTH
AND ADVANCEMENT IN THE
GREATER REGINA AREA.

Long-term Goals:

- The GRA is nationally recognized as an economic and entrepreneurial powerhouse in targeted sectors
- The GRA is one of the top places to start and grow a business
- The Agri-value sector has grown from \$300 million of GDP to over \$1 billion and has doubled total employment in the sector
- The Manufacturing sector has grown from \$6.8 billion in sales, to over \$10 billion, and from 6,500 employees to over 10,000
- Events, Conventions and Tradeshows sector contributes over \$300 million annually in economic impact
- The Tourism sector has grown the GRA to be a destination of choice for over 2.5 million visitors annually.

STRATEGIC EXECUTION



Strategic pillars are essential strategic elements that form the foundation for a balanced scorecard. EDR sometimes use the analogy of strategic pillars as “load-bearing” walls. They support the entire structure of your building, but their placement and design may actually dictate what you can and cannot do in terms of redesigning the layout and function. For EDR, the six strategic pillars provide structure, focus, support and boundaries for the EDR 2020 strategic plan.

They apply to every part of the organization and define what major strategic thrusts EDR will pursue to achieve its vision. They affect all four of the balanced scorecard perspectives (1.0 – Organizational; 2.0 – Operational; 3.0 – Financial; and 4.0 – Customer).

If EDR excels at these six strategic pillars, the organization will achieve EDR’s vision and the strategic results (targets) in the balanced scorecard.

2020 STRATEGIC PRIORITIES

Strong, Competitive Identity

We simply cannot overestimate the value of a strong City brand when it comes to our economic success, nor can we leave it to chance. EDR has developed a defined and succinct competitive identity for the GRA and has been articulating that identity through initiatives such as Audacity YQR, the Regina Advantage Business to Business and Tourism Leisure campaigns.

In 2020 EDR will enter the third year of the “Regina Advantage” initiative. Collaborating with the City and key stakeholders, EDR will execute an integrated destination brand and marketing action plan. It will be inclusive of all story-telling initiatives.

Smart Growth Sector Strategies

EDR has contributed to a strong plant protein cluster initiative and advanced several projects to enhance the business climate in the GRA, including leading an industrial land initiative.

In 2020 the sector strategy includes submitting an Economic Growth Plan to the City for approval. The plan will chart an ambitious path for the GRA to realize its immense potential and guide future investments and decisions.

EDR will also lead the creation of a vision for Regina’s Ag & Food Economy. It will provide a roadmap for the development and growth of new agri-business companies based on the enormous growth of the plant protein sector. Through strategic investment attraction initiatives, agriculture & food companies will be targeted.

In close collaboration with stakeholders, we will identify and advance innovative ways to reduce cost and risk for large scale infrastructure investment in the region. This work will include extensive industry engagement and best practice research.

Building on the momentum of the previous year, EDR will present “Collaborate & Connect” a tourism industry conference offering information and professional development to industry stakeholders. Another priority is developing and executing a Tourism and Visitor Destination Action Plan. Visitors attending major events, tradeshow and conventions will experience enhanced visitor activation services ensuring they leave as passionate ambassadors for Regina.

The attraction of high economic impact Events, Conventions and Tradeshow (ECT) will continue to be a high priority for EDR. The attraction of ECT will be supported by a new economic and social framework, and action plan. This will illustrate how the GRA’s economy and brand is enhanced through ECT.

Robust Entrepreneurial Eco-System

In 2020 EDR will allocate additional resources into Audacity YQR. The focus will be on increasing community participation in the movement, enhanced mentorship opportunities for new entrepreneurs, and improving services for female and indigenous entrepreneurs.

EDR business services to entrepreneurs in the GRA through Square One programming is forecast to reach 600 clients in 2020.

2020 is expected to be an extraordinary year for entrepreneurial growth as the new Conexus Cultivator incubation facility will move to its new permanent home and the Conexus Venture Capital Fund comes into full force.



Identification of New Strategic Opportunities

EDR's stakeholders have encouraged the organization to be transformational in our thinking and identify opportunities that will capitalize on our existing assets and momentum occurring in the GRA. To accomplish this, EDR will improve its internal organizational agility to identify and advance opportunities which benefit the community.

We will also contribute to the development and launch of a Water Demonstration Project. Future prosperity, including environmental and agri-business benefits, could result from significant infrastructure investments in southern Saskatchewan water assets.

The development of an investment competitiveness program in collaboration with the City of Regina will also be a priority.

Finally, EDR will complete its new five-year strategic plan.

Increased Incremental Investment

In order for Regina to be competitive, EDR has set a target to secure an additional \$1.6 million in non-city revenue to drive investment attraction and to market the GRA throughout Canada and Internationally.

EDR will work to grow the Investment Partnership Program, which to date has attracted 22 partners, all committed to funding EDR over a three-year term, totalling over \$1.2 million. EDR's target is to attract new investment commitments of \$100,000 per year over the next three years.

EDR will invest in resources to enable us to establish stable multi-year funding commitments with the provincial and federal government and private-sector partners.

The 2019 leverage ratio is forecast to be .87:1.0 (i.e. partner/alliance investment: City of Regina core investment). Our 2020 budget seeks to achieve a ratio of .90:1.0.

THE GREATER REGINA AREA
IS PERCEIVED TO BE THE MOST
DESIRABLE PLACE TO INVEST,
LIVE, PLAY AND WORK IN CANADA.

2020 STRATEGY MAP

1.0

EDR has developed a best-in-class organizational culture, structure and competency to support its strategy now and in the future

OPERATIONAL PERSPECTIVE

To achieve our organizational goals, how must we learn and improve?

- Excellence in relationship building and collaboration
- Scalable and fluid systems and structures that respond to change and opportunity

KEY PERFORMANCE INDICATORS

- Key partnerships and relationships are supported by actionable agreements
- Organizational assessment
- Key activity based indicators

2020 TARGETS

TARGET 1.1 Ongoing and new partnerships/alliances developed that allow EDR to deliver on 2020 priorities

TARGET 1.2 Employee engagement and enablement survey aggregate score of 80%

2.0

EDR excels at developing and delivering on its economic development priorities and core functions for the Greater Regina Area

OPERATIONAL PERSPECTIVE

To succeed, what must we excel at?

- Strategic utilization/leverage of key industry hubs where the Greater Regina Area has a distinct advantage
- Aggregator of strategic and competitive intelligence to support informed business decisions for both EDR and stakeholders
- Lead projects where opportunities or initiatives contribute to economic development priorities
- Communications with stakeholders, shareholder and partners

KEY PERFORMANCE INDICATORS

- Industry stakeholder awareness and satisfaction with EDR relationships and services
- Identification and execution of high-impact projects that advance the business climate within the GRA
- Key activity based indicators

2020 TARGETS

TARGET 2.1 Partner and stakeholder satisfaction survey aggregate score of 80%

TARGET 2.2 Approval of the Regina Economic Growth Action Plan by City Council

TARGET 2.3 EDR's 2021 Business Plan completed

TARGET 2.4 EDR's 5-year (2025) Strategic Plan completed

TARGET 2.5 Identify five and advance a minimum of two new high impact initiatives that enhance economic growth within the GRA

TARGET 2.6 A community impact procurement framework is implemented

3.0

EDR has the necessary resources and systems that support the long-term effectiveness of the organization

FINANCIAL PERSPECTIVE

If we succeed how will we look to our shareholder?

- Maintain/enhance investment commitment from City of Regina to maintain core operational functions
- Develop resource models to support incremental growth initiatives and projects

KEY PERFORMANCE INDICATORS

- Current revenue (2020) and two-year projected revenues (2021 and 2022) are secure and sufficient to resource core functions
- Current and projected projects/initiatives have sufficient internal resources and/or partnerships to support project costs
- Key activity based indicators

2020 TARGETS

TARGET 3.1 Approval of 2020 City of Regina core investment of \$1,848,240

TARGET 3.2 Enhanced investment commitment from the City of Regina and other stakeholders to support prioritized growth plan initiatives

TARGET 3.3 Non-core revenue through partner investment (cash & VIK) and third-party contracts exceeds \$1.6 million

4.0

EDR contributes to the strength of the economy and vibrancy of the Greater Regina Area as a place to visit and live

Vision

The Greater Regina Area prospers as a vibrant and diversified economy for investors, a strong destination experience for visitors, and a place of choice with a high standard and quality of life for residents.

Mission

Identify, develop and promote opportunities that advance economic prosperity for the Greater Regina Area.

CUSTOMER PERSPECTIVE

If we succeed, how will we look to our stakeholders/citizens of Regina?

The entrepreneurial spirit has powered the Greater Regina Area to consistently achieve superior economic performance; and to have a top performing regional tourism & visitor ecosystem.

KEY PERFORMANCE INDICATORS

- Business growth, expansion and retention
- Start-ups within key industries/supply chains
- Investment attraction and creation within the Greater Regina Area
- Marketing the strengths and competitive identity of the Greater Regina Area
- Number of visitors and impact to the Greater Regina Area
- Key activity based indicators

2020 TARGETS

TARGET 4.1 - AGRI-FOOD Create and launch an Agri-food vision and action plan that is supported by key stakeholders

TARGET 4.2 - ECT Estimated economic impact (EEI) of future secured ECTs will provide a contribution of \$30 million to the GRA

TARGET 4.3 - ECT Secure one major event with an EEI of no less than \$10 million

TARGET 4.4 - TOURISM 70% of visitors attending an activated ECT indicate they are likely to return to Regina based on their experience

TARGET 4.5 - TOURISM Create and launch a tourism and visitor destination action plan for the GRA

TARGET 4.6 - TECH INDUSTRY Launch a technology industry growth action plan for the GRA

TARGET 4.7 - REGINA ADVANTAGE Create and launch an integrated destination branding and marketing action plan for the GRA in partnership with key stakeholders

TARGET 4.8 - REGINA ADVANTAGE Increase Regina's tourism sentiment index by 5%

TARGET 4.9 - REGINA ADVANTAGE Business to Business external investment attraction campaign contributes to generating 15 qualified leads

TARGET 4.10 - ENTREPRENEURSHIP 75% of stakeholders surveyed agree the Audacity YQR movement is increasing awareness and the entrepreneurial spirit in the GRA

TARGET 4.11 - ENTREPRENEURSHIP Business advisory services provided to 600 entrepreneurs

TARGET 4.12 - ENTREPRENEURSHIP Advance a minimum of three strategic priorities jointly identified by the Council for Entrepreneurial Growth

TARGET 4.13 - ENTREPRENEURSHIP Contribute to/facilitate ten new business start-ups

TARGET 4.14 - INVESTMENT ATTRACTION City and Province approve a new industrial land infrastructure competitiveness policy

TARGET 4.15 - INVESTMENT ATTRACTION Develop an investment competitiveness program in collaboration with the City of Regina

TARGET 4.16 - INVESTMENT ATTRACTION Contribute to/facilitate 4 new businesses locating and/or intending to locate in the GRA

2020 BUDGET

The 2020 Budget supports EDR's successful execution of the organization's balanced scorecard.

REVENUE	2019 BUDGET	2019 FORECAST	2020 BUDGET
City of Regina Core Funding	1,812,000	1,812,000	1,848,240
Regina Hotel Association	439,700	579,000	579,000
Other Revenue	1,154,300	1,091,000	1,167,000
Total Revenue	3,406,000	3,482,000	3,594,240

EXPENSES

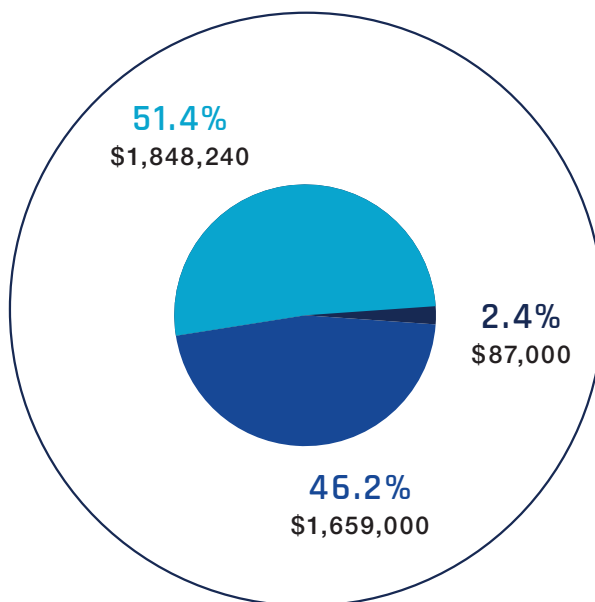
Administration	618,500	610,000	647,240
Enterprise	1,258,200	1,200,000	1,167,000
Tourism and Visitors	530,000	556,000	615,000
Events, Conventions & Tradeshow	327,500	502,000	518,000
Corporate	671,800	614,000	647,000
Total Expenses	3,406,000	3,482,000	3,594,240

Net Income	-	-	-
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Revenue Allocation

2020 BUDGET

- City of Regina Core Funding
- Partner Investment & Stakeholder Contributions
- Other Revenue



Gearing Ratio

EDR has made a strategic emphasis to increase our Gearing Ratio (stakeholder and partner contributions: City core funding). The projected Gearing Ratio in 2020 has doubled that of a few years ago. For every dollar the City contributes, Partners and Third Party funders are budgeted to contribute 90 cents in 2020.

	2015	2016	2017	2018	2019 FORECAST	2020 BUDGET
City of Regina Core Funding	1,719,500	1,719,500	1,719,500	1,719,500	1,812,000	1,848,240
Partners & Third Party Funding	703,980	950,446	1,031,622	1,300,000	1,579,000	1,659,000
Gearing Ratio	0.41	0.55	0.60	0.76	0.87	0.90

PARTNERS

Valued Partnership

EDR, Tourism Regina and the Regina Hotel Association (RHA) share a common vision to attract leisure and business visitors to the GRA.



Investment Partners

EDR's Investment Partnership Program provides opportunities for companies and organizations to invest directly in our long-term growth strategy. These are the partners who showed leadership and commitment to the future of the Greater Regina Area.

FOUNDERS



PREMIER



EDR BOARD OF DIRECTORS

FRANK HART, CHAIR

Managing Director,
TD Greystone Asset Management

TINA SVEDAHL, VICE-CHAIR

Vice-President, Investments
Harvard Developments Inc.

MURAD AL-KATIB

President and CEO
AGT Food & Ingredients Inc.

DAVID BRUNDIGE, Q.C.

Partner
Willows, Wellsch, Orr & Brundige, LLP

ERIC DILLON

Chief Executive Officer
Conexus Credit Union

JASON DRUMMOND

Managing Partner
York Plains Investment Corp.

MICHAEL FOUGERE

Mayor
City of Regina

ELEAH GALLAGHER

Principal and Structural Engineer
J.C. Kenyon Engineering Inc.

DR. GINA GRANDY

Dean, Hill-Levene Schools of Business
University of Regina

MARK LANG

Managing Partner, Regina
KPMG LLP

RACHEL MIELKE

Founder and CEO
Hillberg & Berk

BRADYN PARISIAN

Chief Executive Officer
Mo' Solar Company Ltd.

RYAN URZADA

Chief Experience Officer
The Atlas Hotel

CHRIS HOLDEN, OBSERVER

City Manager
City of Regina

President & CEO

JOHN D. LEE

Economic Development Regina Inc.

CITIZENS OF REGINA ARE BURSTING
WITH CONFIDENCE AND PRIDE
FOR THEIR CITY.

DID YOU KNOW?

Total employment in the Greater Regina Area was **up 1.9% or 2,638 positions** in January to August 2019 over the same period in 2018.

We are the **4th youngest and one of the fastest growing** cities in Canada (population 257,337).

We are the **2nd fastest growing tech sector** in Canada for employment.

Did you know Regina has had a **226% increase in diversity of population** over the last ten years?

Regina has the **3rd largest median family income** of major cities in Canada.

In 2018 overnight **visitors to Regina** spent almost **\$242 million**.

In 2019, **Regina hosted 3 major events** including: 2019 Tim Hortons NHL Heritage Classic™, Canadian Dragon Boat Championships, and Volleyball Canada U15 Boys and U16 Girls National Championships.

CONTACT US

Economic Development Regina Inc.

P: 306-789-5099

TF: 1-800-661-5099

info@economicdevelopmentregina.com

economicdevelopmentregina.com

tourismregina.com



Economic Development Regina Inc.



P.O. Box 2311
Regina, SK
S4P 3Z5
306.777.6000
reginalibrary.ca

October 31, 2019

His Worship Mayor Michael Fougere;
Members of City Council
City of Regina
PO Box 1790
Regina SK S4P 3C8

Dear Mayor Fougere and City Councillors:

Under Section 22, (1) of The Public Libraries Act, 1996, the Board of Regina Public Library requests that Council approve the Library mill rate request.

The Library Board is requesting a mill rate increase of 2.30% for 2020. Our budgeted revenue includes \$1,482,650 as projected revenue for grants-in-lieu and forecast supplementary taxes of \$100,000.

Revenue from tax sources can be summarized as follows:

- | | |
|--|--------------|
| • 2020 Library mill rate | 0.74971 |
| • 2020 City of Regina net levy request | \$22,046,223 |
| • 2020 Grants-in-Lieu | \$1,482,650 |
| • Mill rate increase over 2019 | 2.30% |

The Regina Public Library Board submits these proposals as citizens entrusted to provide and steward public library services to our patrons, and with the knowledge that the budget presented is required to operate the Library system effectively and efficiently.

Sincerely,

A handwritten signature in blue ink, reading 'Sean Quinlan'.

Sean Quinlan, Chair
Regina Public Library Board of Directors

Encl.



2020 MILL RATE REQUEST

2020 LIBRARY MILL RATE	0.74971
2020 CITY OF REGINA NET LEVY REQUEST	\$22,046,223
2020 GRANTS-IN-LIEU	\$1,482,650
MILL RATE INCREASE OVER 2019	2.30%

2019 IN REVIEW

To date, 2019 has been a successful year for Regina Public Library. As we move into our fourth quarter, we are pleased to have already met several of our goals and objectives for the year.

Some of our achievements align directly with the strategic imperatives in the 2016-2021 Strategic Plan. These achievements are included in the 2019 Strategic Plan Results section, below.

One of RPL's key successes in 2019 was the rollout of the RPL Service Plan, 2019-2021. The service plan addresses Objective 4.2 of the strategic plan, and helps ensure RPL continues to meet customer needs, and remains an integral part of the community.

Specific service plan outcomes for 2019 are categorized according to the four pillars of the RPL mission. They and other achievements are included in the "Service Change and Impact" section. Actions from the Service Plan are highlighted as "SP Outcomes."

2019 statistics and information throughout the Year in Review section reflect results to the end of September (Q3).



2019 STRATEGIC PLAN RESULTS

1.1: EFFECTIVE PLANNING, PROJECT, AND CHANGE MANAGEMENT

RPL has continued to develop its internal planning tools and processes, and is using these to better align projects, activities and change across the organization.

1.2: A CUSTOMER-CENTRED CULTURE IN ALL WE DO

In the summer of 2019, RPL undertook an employee engagement survey. One area of this survey asked employees about their perspective on RPL's orientation to customer service. The results showed a strong commitment on the part of employees to deliver good customer service.

To follow-up and expand on the results of the employee engagement survey, in fall 2019, RPL employees will participate in focus group sessions and an organization-wide survey to share their opinions about RPL's customer-centred culture, what drives it, and how RPL can continue to improve in this area. Findings from this work will help with future decision making and will form the foundation of a plan to support a customer-centred culture at RPL.

1.4: EFFECTIVE BOARD GOVERNANCE PROVIDING CLEAR DEFINITION

Several policies for RPL and the RPL workplace were reviewed in 2019 and updated as necessary. These policies will take effect in fall 2019.

2.1: ADVANCE TECHNOLOGIES TO SUPPORT CUSTOMER-CENTRED SERVICE

RPL conducted a review of its technology services and programming through the Edge benchmarking tool. Edge is a management tool that helps libraries of all sizes align their technology resources to community priorities. For more information, refer to the Edge benchmark result listed under "SP Goal: All customers are welcome. Regina Public Library's inclusive services remove barriers to access," and specifically the outcome, "Customers benefit from access to technology and digital services, designed to address social and economic inequality." Edge benchmark results will inform the library's new plan needs to address digital literacy for all ages.

2.2: PUBLIC RELATIONS, COMMUNICATIONS, AND SERVICE CONSISTENT WITH BRAND

Work continued in 2019 on development of a new brand framework and brand management plan for RPL. These new tools will help ensure RPL offerings are aligned and all service units and branches work toward a common commitment to the community. We expect the new brand will be introduced in early 2020.

A second area of work within this objective are internal service reviews focused on creating internal efficiencies and effectiveness of unit operations. One review was completed in 2019 and identified changes to improve our work processes. For example, a review of the Physical Plant unit completed early in the year identified the need to look specifically at RPL's delivery logistics for library materials throughout the system. As a result, a logistics consultant is doing a deep dive into the effectiveness and efficiency of RPL's delivery systems.

2.3 FUNDS DEVELOPMENT TO SUPPORT CAPITAL AND OPERATIONAL PROJECTS

Work continues to raise awareness of Regina Public Library as a charitable organization, and growth in philanthropic support increased in 2019. RPL continues to develop, foster and maintain relationships with its donors and works to cultivate new and potential funders. We have submitted several applications, with success, for funding for various programs and services.

3.1 SOUND FISCAL MANAGEMENT, ACCOUNTABLE USE OF RESOURCES

In 2019 RPL continued its work to prioritize risks and allocate resources through a formal enterprise risk management review, which was introduced to the organization in 2018. To date we have defined a set of key risks and have begun to prioritize the risks for action. We will develop practical approaches to address these risks, along with a methodology to track progress. We will also educate managers on the importance of risk management and the role they play in identifying, assessing, and addressing organizational risk.

The outcome of enterprise risk management will help to inform RPL's internal audit process, as will recommendations from management and the board, cost concerns, or new programs. The internal audit process has been developed to review operational units, processes, and programs to ensure effective management controls are in place, and to help RPL be more efficient and effective.

3.2 ENHANCE OPERATIONS THROUGH APPROPRIATE RESOURCE ALLOCATION TO PROJECTS

Policy development has led to a carry-forward funding policy to smooth the disconnect between year end and the reality of ongoing projects. Should a project not be completed within a fiscal year, RPL can now carry forward the necessary funding to complete the project in the following year, if the project's cost estimate is \$40,000 or over. Examples in 2019 include a plan to redo bathrooms and the lobby area of Glen Elm and support for the City's roof replacement at the Sandra Schmirler Leisure Centre, which houses RPL's Sunrise Branch.

3.3 FUND PHYSICAL INFRASTRUCTURE PROJECTS THROUGH ADEQUATE RESOURCE ALLOCATION (CENTRAL LIBRARY DEVELOPMENT AND BRANCH RENEWAL)

RPL issued a Request for Proposals (RFP) in October 2019 seeking the services of an owner's representative to provide research, analysis, and recommendations for a renewed Central Library. The desired outcome of this first phase of a renewal project is a decision by RPL's Board of Directors regarding how to address the future of Central Library. The Owner's Representative will use existing information and materials, coupled with any new or additional information, to develop and present a business case to the Board and support it through the decision-making process. The Board expects to decide by April 2020.

4.1 STAKEHOLDERS – VALUED COMMUNITY PARTNER IN SOCIAL AND ECONOMIC DEVELOPMENT

A survey and series of interviews were held in 2019 to capture stakeholder opinions and ideas. A report will be provided to RPL in the weeks ahead. RPL will identify things it is already doing to support improvements in meeting our stakeholder needs, and will develop a plan to undertake additional action to support further development of our relationships and activities to deliver even greater value to RPL's stakeholders.

4.2 CUSTOMERS – VALUED COMMUNITY SERVICE PROVIDER AND RESOURCES

RPL was pleased to roll out its RPL Service Plan, 2019-2021. The plan addresses Objective 4.2 of the strategic plan which calls for a focus on meeting customer needs to remain an integral part of the community. That work has begun to take shape through a continuous cycle that begins with evaluation and moves to service development, execution, review, and reporting. The process is complemented throughout with community and staff feedback.

Information about RPL's accomplishments from the service plan in 2019 is covered in the sections below.

4.3 CITIZENS – A COMMUNITY HUB OF WHICH OUR COMMUNITY IS PROUD

RPL rolled out a community perceptions survey in February 2019. Results came back overwhelmingly positive, and we are presently determining how best to respond. Highlights include:

- Seventy-four per cent of respondents agree or strongly agree that RPL is something that Regina residents can be proud of. Only two per cent strongly disagree with that statement.
- On a scale of 1 to 10, 75 per cent of respondents rated their overall satisfaction with RPL as seven or above. Only 5 per cent rated us below a four.
- Sixty-five per cent of respondents somewhat or strongly agree that RPL is a community hub. Only 11 per cent somewhat or strongly disagree.

We believe actions taken through the service plan will contribute to improvements in the areas identified where there are opportunities for improvement. RPL will also align other activities, outside the service plan, to address both stakeholder and citizen needs.

SERVICE CHANGE AND IMPACT

1. FREE AND OPEN ACCESS TO RESOURCES

VISITS TO RPL LOCATIONS

RPL branches had 1.2 million visits to date in 2019. We are pleased with this number and continue our efforts to ensure the people of Regina feel welcome and able to access library resources.

Note that comparisons between 2019 data and prior years cannot be made, as RPL adopted a new, more accurate data collection method partway through 2018. Going forward we will be better placed to track and assess traffic data using this new methodology.

DUNLOP ART GALLERY VISITS

There were 11,108 visits to Dunlop Art Gallery at Central Library to date in 2019, and 6,594 visits to the Sherwood Village gallery.

In 2019, 17 Dunlop exhibitions featuring over 30 contemporary artists were hosted at Central Gallery and Sherwood Gallery. An increasing number of community-engaged, artist-driven projects were also presented in 2019. Visitors to Central Library enjoyed displays on the '2nd Storey' by community members and groups such as Queen City Pride, Regina Folk Festival, Saskatchewan Sports Hall of Fame, and Civic Museum of Regina. Dunlop Art Gallery continued to partner on projects aimed at energizing Regina's downtown cultural life through events such as Nuit Blanche Regina, which saw nearly 700 visitors in 2019.

Dunlop Art Gallery toured several exhibitions to galleries across Canada in 2019, attracting thousands of visitors. Circulating shows included *When Raven Became Spider*, which showed at Orillia Museum of Art in Ontario and Gallery 1C03 in Winnipeg; and *Bev Pike: Grotesque*, which showed at St. Mary's University Art Gallery in Nova Scotia.

SUN LIFE FINANCIAL MUSICAL INSTRUMENT LENDING

RPL is pleased to continue its partnership with Sun Life Financial to offer free access to musical instruments through the Making the Arts More Accessible program. There are 160 instruments in the collection, including acoustic guitars, acoustic bass guitars, electric guitars, violins, mandolins, banjos, ukuleles (our most popular instrument) as well as a selection of hand drums. Customers can also borrow keyboards and xylophones.

Since January 2019, musical instruments have circulated almost 1,000 times (chart below).

INSTRUMENT	
Ukulele	214
Violin	130
Guitar steel	116
Keyboard	182
Guitar classical	72
Guitar electric	46
Mandolin	36
Bongos	16
Guitar bass	58
Banjo	21
Cajon	19
Djembe	24
Doumbek	13
Xylophone	13
TOTAL	960

PUBLIC COMPUTERS AND WIFI

Computer workstations and free WiFi continue to be popular offerings.

	2014	2015	2016	2017	2018	2019 (Q3)
Number of WiFi sessions	541,418	671,257	1,005,429	1,245,306	1,057,522	947,144
Hours used	198,549	338,353	474,477	536,421	577,320	668,258

BOOKS, EBOOKS, MAGAZINES AND MORE

Physical books continue to be a popular offering at the library. Circulation of eBooks continues to climb, which leads us to believe that customers appreciate both formats.

Physical DVDs also continue to be popular at RPL, which is an anomaly in comparison to other Canadian libraries. This trend could suggest that many of our customers don't have the economic means to afford devices or the data services required to stream digital content, and TVs and DVDs players are readily available for next to no cost. Our DVD collection offers an opportunity to support a diverse range of people in different socio-economic strata.

CIRCULATION				
	2016	2017	2018	2019 (Q3)
eBooks	123,413	134,229	136,715	89,948
eAudiobooks	39,513	49,171	61,465	52,301
Juvenile print books	694,307	728,581	742,402	592,267
Adult print books	691,639	677,662	659,033	520,279
All magazines (print and digital)	124,266	109,730	99,925	69,336
Streaming movies	7,464	9,059	8,909	3,319
Streaming music	50,571	41,357	28,837	19,229
Streaming TV series	2,595	3,118	5,622	2,876
Blu-ray and DVDs	463,350	438,699	429,679	306,322

CHANGES TO DIGITAL OFFERINGS

Most of RPL's eBooks and eAudiobooks are available through three primary service providers: Overdrive, cloudLibrary, and hoopla.

RPL will be streamlining and improving the customer experience for eBooks and eAudiobooks by discontinuing use of cloudLibrary. Popular content available through cloudLibrary will be available through OverDrive. Features such as curated collections to help customers find items of interest, and a Popular Picks collection for hot new titles, have also been added to OverDrive. The impact of this change will not be apparent until 2020.

In 2019, RPL introduced Kanopy Streaming video to our digital offerings, adding access to thousands of quality videos and documentaries for our customers. Customers may stream up to 10 movies per month from Kanopy.

SP OUTCOME – CUSTOMERS EXPERIENCE INCREASED OPPORTUNITIES TO ACCESS LIBRARY LOCATIONS. THE HOURS OF OPERATION ARE FINE-TUNED TO BETTER MEET COMMUNITY NEEDS. THE LIBRARY WILL:

- Evaluate the public holidays pilot.

The RPL Board of Directors initiated a pilot project to keep library branches open on public holidays. The pilot began with two holidays in 2018 and continued in 2019 with six public holidays: Family Day (February 18), Easter Monday (April 22), Victoria Day (May 20), and Saskatchewan Day (August 5), Thanksgiving (October 14), and Remembrance Day (November 11).

After reviewing the results of the pilot, the RPL Board of Directors agreed to continue opening on public holidays as determined by Library Administration by December 31 of each year. The openings calendar will be based on evaluation of trends from past public holiday opening dates. Public holiday openings will be reviewed again in fall 2020 with the intent to establish a policy.

- Evaluate current hours of operation.

Assessment tools have been developed and measuring began in fall 2019 with intercept surveys in some branches, and interviews with customers regarding their experiences. We've also tracked the number of customers who are waiting to get in when the doors open, and the number of people who are asked to leave at closing times. Based on the intel to date, we know changes will be proposed for some branches starting in early 2020.

SP OUTCOME – CUSTOMERS ENJOY GREATER ACCESS TO PUBLIC COMPUTERS, WITH FEWER RESTRICTIONS. THE LIBRARY WILL:

- Expand laptop lending.

Self-serve laptop lending machines were introduced at Glen Elm in March 2019. A report to assess impact, value and recommendations was written and is being reviewed in fall 2019. Central Adult and one other branch (TBD) are slated to receive laptop lending machines in 2019.

- Extend the hours of operation of the Digital Media Studio (DMS) and offer additional digital programming.

Use of the Digital Media Studio has been extensive, and equipment and tools continue to be booked well in advance. At the time of this writing (late October), DMS hours have been extended by 16 hours per week. Three of these hours are part of a pilot partnership with the Dunlop Art Gallery. A DMS hours survey will be delivered to help provide insight into whether our new hours are serving our customer's needs and/or what additional or different hours are required.

SP OUTCOME – CUSTOMERS BENEFIT FROM ACCESS TO TECHNOLOGY AND DIGITAL SERVICES, DESIGNED TO ADDRESS SOCIAL AND ECONOMIC INEQUALITY. THE LIBRARY WILL:

- Increase access to digital products and services.

This is a two-year initiative and we have made great progress in 2019:

- We've introduced Niche Academy, an online training tool and support to assist customers using several of our digital offerings such as hoopla and PressReader. Additional Niche supports for the public will follow, such as modules that teach media literacy skills (how to set up a Facebook account, your first Gmail account, using Snapchat, etc.) Niche also provides learning opportunities for staff, which we've also introduced internally.
- We've introduced Kanopy Streaming Video, an on-demand streaming video platform.
- We've introduced a virtual reality station at Central Adult Branch. Customers have expressed excitement and have been eager to use these additions.
- Dunlop Art Gallery's Digital Lounge at Central Library, adjacent to the DMS and Central Gallery, has attracted over 50,000 customers in its first year. Artist-designed virtual reality experiences, video games, sound art, and moving image art works were enjoyed in 2019 by a younger demographic of library visitors, supporting digital and visual literacy experiences for users under the age of 35.
- We plan to launch two new digital newspaper and magazine tablet stations at Central Adult by the end of 2019.
- Review and audit the adopted Edge benchmarks (www.libraryedge.org).

Edge Benchmarks help public libraries establish a baseline for continuous improvement through standards in technology services and programming, and tools to help libraries measure and implement change. RPL completed an assessment to determine key areas for which it will use the Edge assessment tools. We are on track and expect to begin in the weeks ahead to launch the focus projects for 2020 and 2021.

SP OUTCOME – CUSTOMERS ENJOY ENHANCED SERVICE, DELIVERED BY KNOWLEDGEABLE AND WELCOMING STAFF THROUGHOUT THE ORGANIZATION. THE LIBRARY WILL:

- Enhance training practices.

The training imperative for 2019 was customer service training, and significant strides have been made in that regard. A training module was developed by RPL supervisors and delivered across the organization with great success. Empathy-grounded homelessness training was used as the foundation for all customer service training. Select staff will be trained in Mental Health First Aid.

By the end of the year all public service staff members will have taken three training modules that take them through empathy-grounded customer service.

SP OUTCOME – CUSTOMERS CAN BROWSE AND FIND LIBRARY MATERIALS OF INTEREST.

- One of the most significant gaps found through service planning research was the need to improve the customers' experience so they can find items of interest where and when they expect. Steps were taken very quickly in 2019 to assess and begin remedy of the challenge presented and included work such as training branch staff on merchandising and marketing, developing a strong social media presence for library materials, updating signage, and updating rules for borrowing popular materials to make it easier and more practical for customers.

As discussed above, we have also begun streamlining our various eBook and eAudiobook platforms to enable less fragmentation of the digital experience, improve the ability for customers to discover options, and focus staff time on curating the subject interests of our customers.

2. COMMUNITY SPACE WHERE PEOPLE AND IDEAS MEET

DIGITAL MEDIA STUDIO

The Digital Media Studio (DMS) opened at Central Library in mid-March 2018. The studio provides access to specialized hardware, equipment and software that allows customers to explore, collaborate and learn about digital media, and to create professional quality audio and video productions. Equipment and editing software in the DMS are not intuitive to all aspiring musicians, podcasters, etc. and so staff knowledge and training in the field have provided needed support.

The DMS is a very popular addition to RPL's list of services, evidenced by the number of bookings, particularly the Whisper Room, which is booked 100 per cent of available hours.

In 2018, RPL aspired to serve a minimum of 100 users each month. From its beginnings in April 2018 to the end of September 2019, the DMS welcomed a monthly average of 859 visitors, and had a monthly average of 111 bookings.

The addition of the Digital Media Studio at Central Library has provided expanded media and digital literacy opportunities. Many workshops and programs in 2019 by the Dunlop Art Gallery and RPL Film Theatre support these new areas of learning.

We are pleased with the results of our measures and with the popularity of the DMS. We believe it has been a successful addition to library services and we will continue to build its offerings into the future.

SP OUTCOME – CUSTOMERS USE THE LIBRARY TO CONNECT WITH OTHERS WHO SHARE THEIR INTERESTS, BY PARTICIPATING IN FREE, FUN, AND CONVENIENT ACTIVITIES THAT REQUIRE LOW COMMITMENT. THE LIBRARY WILL:

- Develop more ongoing programs, increase drop-in opportunities, and present fewer registered programs.

The number of registered versus drop-in programs has been dramatically adjusted. Drop-in programming relative to registered programming has increased by 23 per cent for adult programming, 20 per cent for children's programming, and 32 per cent for young adult programming. The increase in drop-in opportunities has already been well received by customers. Focused work is underway on designing ongoing programs that allow community members to engage with one another, and to undertake learning together over multiple sessions.

SP OUTCOME – COMMUNITY MEMBERS WILL ENJOY EASY ACCESS TO FREE SPACES. THE LIBRARY WILL:

- Create and launch a user-friendly, online booking and rental system for public access space to library locations.

The RPL Board of Directors reviewed a new Room Use and Rental policy in fall 2019 that outlines a new booking and rentals process. The base provisions of renting a room at the library have not changed but this policy includes two new approaches:

- The general public and the community and non-profit groups that they work with, will be able to book and access rooms at the library at no charge. Commercial users will be charged a modest fee for use of rooms.
- Several clauses have been added to clarify the library's approach to access and strengthen our ability to ensure that the library's values can be upheld through this service.

SP OUTCOME – CUSTOMERS PARTICIPATE IN LIBRARY PROGRAMS THAT REFLECT REGINA'S GROWING DIVERSITY. THE LIBRARY WILL:

- Ensure that "Make and Create" activities throughout the organization are reflective of the cultural diversity of national and local populations.

Multiple programs have been introduced in 2019 that reflect the cultural diversity of local and national populations and increase opportunities through programming for customers to feel a sense of inclusion by connecting with different people in the community. Examples include:

- The CJTR International Cinema Series, and the Multifaith Film Festival at the RPL Film Theatre; and

- Several programs at the Dunlop Art Gallery including Art Therapy in Mandarin, Art for Newcomers (in partnership with Regina Open Door Society), Art Therapy in Arabic, Asian Bamboo Brush Painting, an Indigenous storytelling workshop, and regular inclusion of cultural content and sharing in workshop events.
- Work continues with many community partners to expand this initiative and provide more opportunities in diversity for all Regina citizens.
- Build on existing relationships and forge new partnerships with organizations that serve diverse communities in Regina (e.g. CNIB, Regina Open Door Society, Alzheimer Society of Saskatchewan, Inclusion Regina, etc.).

RPL is increasingly being viewed as a partner of choice in the community. We have made considerable strides to build and define new partnerships with local organizations. New connections have been made with groups such as Educating Youth in Engineering and 2020 Science (EYES), the Regina Food Bank, Saskatchewan Polytechnic, Saskatchewan Women's Circle Corporation, the Chinese Language School, Hope's Home, Service Canada, and many Regina schools. All RPL branch locations are reporting deeper relationships with existing partners, and that they are reaching more customers through pro-active networking.

SP OUTCOME - CUSTOMERS HAVE ACCESS TO INDIGENOUS PROGRAMMING TIED TO RECONCILIATION AT ALL LIBRARY LOCATIONS. THE LIBRARY WILL:

- Lead, develop, and present programs in collaboration with Indigenous community leaders.

RPL understands that the way our programs are offered can create personal connections in our community. To date, we have collaborated with Indigenous community leaders on several programs, including:

- A Read for Reconciliation event that was offered in partnership with Reconciliation Regina. The event featured several prairie authors, and a reading list was created and distributed.
- A speaker series was created with the support of Reconciliation Regina and the Core Community Association to focus on individual Calls to Action from the Truth and Reconciliation Commission Calls to Action. A Spirit of Reconciliation art exhibit was included at the launch of this program series.
- In response to community requests, RPL is providing space and guidance to support a First Nations Song Writing Challenge – a program developed from a community member to support all people in learning to speak Indigenous languages.

- Work with partners to identify priorities from the Principles of Reconciliation and the Calls to Action that provide opportunities to meet the expectations of our customers and community.

RPL's Indigenous Services Advisor has collaborated with the RPL Film Theatre and Reconciliation Regina to offer a fall film series focusing on the residential school experience, the Sixties Scoop, and Missing and Murdered Indigenous Women and Girls. Film screenings have included a post-screening moderated discussion and have been very well attended.

- Activate a summer student position to bring Indigenous language elements to summer programs for children.

A Cree-speaking student from the First Nations University of Canada was brought on board in summer 2019 to engage Regina children at scheduled summer splash pad activities. The student helped children understand Cree syllabics by providing them with syllabic jewelry created on RPL's 3D printer.

SP OUTCOME - CUSTOMERS CHOOSE MEANINGFUL OPPORTUNITIES TO DEEPEN THEIR UNDERSTANDING THROUGH SHARED COMMUNITY EXPERIENCE.

• MEET COMMUNITY NEEDS THROUGH FOUR DISTINCT TRUTH AND RECONCILIATION PROGRAM CATEGORIES:

- **FEATURED PROGRAMMING, SUCH AS SMALL BUSINESS WEEK, FINANCIAL LITERACY MONTH, AND WRITES OF SPRING WILL INCLUDE INDIGENOUS ELEMENTS;**
- **INFORMATION SHARING AND DISCUSSION; TRADITIONAL CRAFTS; AND**
- **SHARING TRADITIONAL KNOWLEDGE.**

RPL provides programming that addresses TRC Calls to Action, aligned with RPL's Indigenous Services Strategy. 2019 examples include:

- Cree artist Lana Whiskeyjack and filmmaker Beth Wishart offered *pikiswe-speak*, an exhibit, screening, community discussion and workshop;
- Saulteaux and Cree artist Keith Bird crafted traditional ceremonial and spiritual objects with contemporary painting and sculpture to honour Indigenous leaders and warriors of both the past and the present;
- Jay White, an artist of Mi'kmaq and European descent, presented *Coyote Walk*, in which he attempts to live similarly to how a coyote would in an urban environment;
- *URBAN NDN Film Night* featured works by Alberta artists Sui-Taa-Kii (Danielle Black), Dan Cardinal McCartney, Jessie Short, and Kes Lefthand and Jarret Twoyoungmen, both members of the Stoney Nakoda Audio Visual Club;
- Film screenings from the Truth and Reconciliation Series were offered in the RPL Film Theatre, some with capacity crowds;

- Indigenous artists Heather Majaury and Terre Chartrand offered participation in quilt-making and story-sharing focused on addressing the Truth and Reconciliation's Call to Action #93; and
- The RPL Film Theatre held regular screenings by Indigenous directors. Titled included *The Grizzlies*, *nîpawistamâsowin: We Will Stand Up*, and *Atanarjuat: The Fast Runner*.

In addition, RPL was honoured to have the late documentary filmmaker and producer Trudy Stewart host an all-day workshop earlier this year. *Personal Narrative for Social Change* explored the power of personal narrative as a tool for social change.

SP OUTCOME - MATERIALS ARE READILY AVAILABLE FOR CUSTOMERS TO FURTHER THEIR UNDERSTANDING OF TRUTH AND RECONCILIATION. THE LIBRARY WILL:

- Showcase Indigenous collections to increase awareness among staff and customers.

In 2019 RPL worked with Indigenous advisors to enhance its collection of materials by Indigenous authors. It created an "Indigenous Voices" collection that features prominently in all branches to bring specific attention to it. The result has been very successful, and materials are borrowed continuously.

3. PROGRAMS AND SERVICES THAT SUPPORT READING, CURIOSITY AND DISCOVERY

PROGRAMMING

At the end of the third quarter (September 30) RPL has offered 4,616 programs in 2019.

TOTAL NUMBER OF PROGRAMS							
	2013	2014	2015	2016	2017	2018	2019 (Q3)
Children's	2,840	2,944	3,028	3,000	3,079	3,284	2,414
Young adult	266	285	225	364	602	573	271
Adult programs	705	814	1,039	1,137	1,647	1,535	952
Literacy programs	835	802	806	1,152	1,412	924	492
Dunlop programs (excludes exhibitions)	122	159	205	320	179	175	128
All film programs system-wide*	544	611	555	542	561	590	359
TOTAL	5,312	5,615	5,888	6,515	7,480	7,081	4,616

At the end of the third quarter (September 30) RPL has offered 4,616 programs in 2019.

PROGRAM ATTENDANCE							
	2013	2014	2015	2016	2017	2018	2019 (Q3)
Children's	58,833	63,262	66,712	63,928	74,634	74,736	56,918
Young adult	2,835	4,584	1,920	3,053	3,242	3,027	1,400
Adult	11,277	13,571	18,741	16,025	20,622	18,986	12,055
Literacy	4,053	4,298	4,007	4,495	5,168	5,490	2,065
Dunlop Art Gallery (excludes exhibitions)	5,036	3,642	4,749	6,088	4,138	3,508	2,702
Film programs*	10,997	11,906	10,130	9,898	9,146	11,006	6,409
TOTAL	93,031	101,263	106,259	103,487	116,950	116,753	81,549

* Beginning in 2018, RPL combined its Film Theatre "partnerships" and "programs" statistics as many of its programs are offered in partnership with other organizations.

EARLY LITERACY

As of September 30, 2019, RPL has offered over 2,400 programs to almost 57,000 young children and their caregivers. Staff visited pre-kindergarten classes, family centres, and high school day cares to offer an immediate library experience and to model effective storytelling techniques. Programs engage parents, including newcomers and teen parents, provide information on early childhood literacy, and celebrate the joy of reading and learning.

BUSINESS PROGRAMS

RPL believes in the importance of offering business programs to support local and small businesses to stimulate and improve the Regina economy. RPL's business programs also support individuals who want to learn more about topics such as personal finance or completing an income tax return.

As of September 30, 2019, 66 business programs were offered to over 900 participants. Program topics include securing a first mortgage, information about retirement savings, tax strategies for small business owners, and investing in cryptocurrencies.

BUSINESS PROGRAMS	2015	2016	2017	2018	2019 (Q3)
Number of programs	3	63	80	100	66
Number of attendees	16	1,273	1,210	1,472	910

ADULT LITERACY

Through its Literacy Unit, RPL provides free literacy assistance for members of the community interested in improving their reading, writing and/or English-speaking skills. Many learners are interested in finding a job, furthering their schooling, reading to their children, and other pursuits. They are matched with tutors to receive one-on-one training in their areas of interest.

Over 8,000 programs have been offered to almost 45,000 customers since January 2019.

SP OUTCOME – CUSTOMERS WILL BENEFIT FROM PROGRAMS AND SERVICES THAT CONNECT THEM WITH PROFESSIONAL CREATORS. THE LIBRARY WILL:

- Offer Artist-in-Residence and Writer-in-Residence activities consistently tied to a community partnership, typically with another local cultural organization or school.

RPL's Artist-in-Residence programs are tied to its community partnerships. Examples include artist Nicole Kelly Westman, who visited Prairie Sky School to help students create their own zines based on the experience of a sunset. Students from Winston Knoll Collegiate participated in a pinhole camera workshop with artist Dianne Bos.

Judith Silverthorne, RPL's Writer-in-Residence for 2018-2019 facilitated a successful open mike night for library customers who benefited from her support through RPL's Writer-in-Residence program. Judith believes public readings are an important part of the writing process.

- Increase customers' access to artists, writers, filmmakers, and other creators through presentations, talks, activities, and Artist-in-Residence open studio hours and workshops.

RPL continues to offer programs that connect creators directly with the community. 2019 examples include:

- Artist Marigold Santos explores her family's immigration from the Philippines to Canada in an exhibit at Dunlop Art Gallery from November 2019 to January 2020. Santos will also be offering a workshop for the public; and
- *Flags of Unsung Countries* charts artist Liz Ikiriko's process to understand her father's struggles as an African immigrant challenged with mental illness living in the Canadian prairies. Ikiriko's show will be hosted by Dunlop Art Gallery in fall 2019, and Ikiriko will offer a workshop for students at Sheldon Williams Collegiate.

SP OUTCOME - CUSTOMERS WILL CELEBRATE AND SHARE THEIR LOVE OF BOOKS BY ACCESSING LIBRARY READING PROGRAMS, SERVICES, AND COLLECTIONS.

- Encourage people to read more, and read widely, and give them opportunities to talk about books.

The *Level Up!* summer learning program is now in its third year. The program is designed to engage children in literacy skill building, creative exploration, and critical thinking during the summer months, a time of high risk for learning loss. In this summertime initiative children, ages 12 and under record minutes spent reading, participating in library programs, and visiting educational sites like museums or art galleries and are then entered to win prizes.

RPL continues to increase the number of children who participate, mainly thanks to pro-active visits to schools in the spring. The number of participants in 2019 increased 28 per cent over 2017, the first year RPL undertook a systematic process to visit every school. Over 10,000 children read and engaged in discovery activities for a total of 112,168 hours.

Feedback from parents supports success of the program:

- “Our son is going into grade 3 and loves reading. This program supports that enjoyment and supports his progress in reading to at least maintain reading skills learned in the previous year.”
- “Everyone in the whole family can be involved. Gets us all reading together!”
- “It encourages children to keep reading over the summer. Prizes are a big encouragement.”
- “It gives the children some incentive to pick up a book and read during the summer.”
- “Spending together time with my grandchildren doing something we all enjoy.”

RPL once again launched its annual Adult and Teen Summer Reading Challenge in partnership with the Regina Symphony Orchestra. Over 150 people came together for the Sounds of Summer Reading, an evening of music and book pairings. RPL staff provided the book recommendations matched with and musical suggestions from Regina Symphony Orchestra Music Director and Conductor, Gordon Gerrard.

During the reading challenge, adults and teens logged over 6,531 books during July and August. RPL gave away over 100 prizes to readers including coffee cards, movie cards and bookstore cards, although as one winner put it “reading is the ultimate self-rewarding activity!”

Programming was offered at the Canada Day festivities in Wascana Park. RPL provided a reading space and discussion area for families, at which staff discussed books with customers of all ages, provided story times for children, and used puppets to celebrate reading.

4. COMMUNITY OPPORTUNITIES THAT COMPLEMENT AND STRENGTHEN THE PUBLIC LIBRARY OFFERING

SPECIAL NEEDS SERVICES

RPL's Outreach Services Unit provides customized services to Regina customers who are challenged to read print material and/or can't visit the library due to reasons of illness, age, or disability. The unit assesses customer needs and interests and recommends materials. There are presently over 300 customers using Outreach Services – this includes individual customers as well as institutions such as care homes that borrow several books for multiple users.

In 2019 the Outreach Unit conducted 30 home visits. Staff also:

- Visited Wascana Rehabilitation Centre to offer a program called Viewpoints, at which Outreach staff discussed current affairs with residents and brought related library materials to help supplement discussion. They also hosted a library card sign-up on site at Wascana Rehab, and offered demonstrations of library apps and online services to residents;
- Partnered with Canadian Council for the Blind, and the Vision Impaired Resource Network, to offer *Get Together with Technology (GTT)*, a program that helps blind and partially-sighted participants explore and integrate assistive devices into their home and work lives. During regular meetings, participants discuss new and updated devices, and teach each other how to use both low- and high-tech assistive technology in their daily lives; and
- Offered *Unique Like Us*, a support and social group for adults who are living with vision loss. The program offers guest speakers who present on a variety of topics, as well as crafts and activities, and an opportunity to share information and experiences about living with vision loss.

OUTREACH SERVICES						
	2014	2015	2016	2017	2018	2019 (Q3)
Number of outreach customers*	Numbers not available	322	323	322	310	330
Number of circulations	Numbers not available	Numbers not available	25,345	24,159	24,028	18,022
Number of new cards (equivalent to home visits)	Numbers not available	Numbers not available	Numbers not available	26	30	38

*Outreach customers include residential organizations with multiple users at each location.

RPL SOCIAL MEDIA

- We've updated our approach to social media and providing library information and education in a fun and entertaining way, resulting in a 700% increase in traffic on Twitter, and a 500% increase on Facebook and Instagram. This traffic is translating into more interest in library programs and services. For example, we saw a spike in daily users of Kanopy, a new streaming movie service, from 100 to 423 users after we shared a funny post about it.

Our social media is a point of pride for Regina, as we gain attention from outside the province with viral content. This translates into more people in Regina learning what the library can do for them.

SP OUTCOME - CUSTOMERS WILL USE REGINA PUBLIC LIBRARY TO ACCESS INFORMATION ABOUT LOCAL SERVICES. THE LIBRARY WILL:

- Partner with other organizations to deliver services like Thrive Counselling, Sask Access to Justice, Service Canada, and immunization clinics at library locations.

The Thrive Counselling program was expanded and launched at Regent Place Branch. Hours were also extended at Central Library, while Albert Branch continues with the same hours. All programs are operating close to capacity.

RPL's Family Law Clinic offers free assistance from volunteer lawyers. It continues to be a popular option and is presented in partnership with Pro-Bono Law Saskatchewan and the Law Society of Saskatchewan.

The Law Librarian at Central program has provided service and support to a great number of customers who need assistance with more complex legal questions. This partnership with the Law Society continues to be a great success.

SP OUTCOME - CUSTOMERS WHO LIVE AND/OR WORK DOWNTOWN WILL ENJOY A SAFE AND WELCOMING EXPERIENCE AT CENTRAL LIBRARY. THE LIBRARY WILL:

- Evaluate and enhance the experience of Central Library as a safe and welcoming locations.

RPL explored a number of ways to ensure Central Library was a safe and welcoming location. Examples include:

- A customer survey of what it means to be safe and welcoming was completed, and a baseline of customer experience was established;
- A front-door greeter role was piloted to welcome customers who enter Central Adult Library;
- All staff are now required to wear name tags as an opportunity for customers to engage directly with them;
- Procedures on handling incidents have been formalized and shared with staff;

- A CPTED review is being completed in fall 2019. CPTED is short for Crime Prevention Through Environmental Design, a multi-disciplinary approach for reducing crime through urban and environmental design and the management and use of built environments.
- Staff are trained and scheduled to “rove” and walk throughout the library as a regular aspect of their work duties to offer support to customers, provide a presence throughout the building, and address concerns or issues;
- All RPL staff are encouraged to use the front door at Central during public open hours to increase awareness of the significant staff presence at Central;
- The Central Children’s Library will become a space for children and their caregivers only in 2020; and
- One-on-one staff and team meetings have increased.

SP OUTCOME – CUSTOMERS FROM ACROSS THE CITY WILL BENEFIT FROM THE LIBRARY PARTNERSHIPS WITH DOWNTOWN ORGANIZATIONS. THE LIBRARY WILL:

- Increase collaborative programming efforts such as Orange Shirt Day, I Love Regina Day, etc.

RPL collaborated with several partners in 2019 to offer programming and library information during Orange Shirt Day, National Indigenous Peoples’ Day, I Love Regina Day, and Nuit Blanche. RPL’s leadership in the downtown is evident through these numerous events and our ongoing partnerships with many of the organizations working collaboratively to activate a vibrant and safe downtown.

Find unique opportunities to bring all Regina citizens to their Central Library.

RPL hosted a number of successful events at Central Library including:

- A free lunch program on International Women’s Day that featured a conversation with local women working to help the community through health and wellness;
- A talk by Regina-born Oxford scholar and author Chris Kutarna on how we can navigate our way through the risks and rewards of the new Renaissance;
- A talk by runner and science journalist Alex Hutchinson to find out if your limits are more negotiable than you think; and
- A celebration of entrepreneurship in Regina through Small Business Week which provides opportunity for entrepreneurs to meet and connect with local business leaders, entrepreneurs, and industry professionals.



LOOKING FORWARD TO 2020

2020 STRATEGIC PLAN INITIATIVES

2.2 PUBLIC RELATIONS, COMMUNICATIONS, AND SERVICE CONSISTENT WITH BRAND

RPL will be unveiling RPL's new brand in 2020. The new brand will be accompanied by a comprehensive brand management plan to help ensure system-wide delivery of the brand promise to our customers and the community.

We will also continue with unit reviews to identify opportunities to strengthen our ability to further build on and deliver our brand promise.

3.1 SOUND FISCAL MANAGEMENT, ACCOUNTABLE USE OF RESOURCES

In 2020, RPL will continue to leverage the Enterprise Risk Management framework and process to assess and mitigate known risks and integrate risk management into the organization's business planning and budgeting process. Ownership of key risks will be assigned, with those responsible tasked with defining mitigation strategies and ensuring associated actions are taken.

The process for ongoing risk identification and mitigation action reporting to the RPL executive and board will be formalized and put in place.

RPL will leverage its newly defined internal audit process to assess at least one critical business process in 2020, with resulting recommendations being initiated by the end of the year.

3.3 FUND PHYSICAL INFRASTRUCTURE PROJECTS THROUGH ADEQUATE RESOURCE ALLOCATION (CENTRAL LIBRARY DEVELOPMENT AND BRANCH RENEWAL)

RPL will continue to look at necessary updates to our branches and allocating resources for such projects.

The library will, with the help of a contracted Owner's Representative, complete the business case for Central Library Renewal. This business case will provide guidance for next steps.

RPL's activities on the Central Library Development project will also spur work to assess RPL's branch renewal later in the process. Once the role of Central Library is confirmed, a review of current branch facilities will be initiated, along with work to identify gaps in RPL's ability to effectively serve all Regina residents and neighbourhoods.

4.1 STAKEHOLDERS - VALUED COMMUNITY PARTNER IN SOCIAL AND ECONOMIC DEVELOPMENT

Following receipt of the stakeholder survey results, we will begin to review and plan for actions to retain and build on our current high levels of support from our stakeholders, and to continue to further leverage our partnerships to jointly deliver greater value to our community.

4.2 CUSTOMERS - VALUED COMMUNITY SERVICE PROVIDER AND RESOURCE

Further plans arising from the service plan are described below in the 2020 Service Initiatives.

4.3 CITIZENS - A COMMUNITY HUB OF WHICH OUR COMMUNITY IS PROUD

We will continue to review findings from the citizen survey and develop plans to help grow RPL's value to our citizens while also building on our already strong reputation and standing in the community.

2020 SERVICE INITIATIVES

1. FREE AND OPEN ACCESS TO RESOURCES

Customers find physical and digital materials to pursue existing interests and discover new ones.

- Create a seamless experience for browsing, requesting (placing holds), and borrowing both online and in person.
- Ensure display spaces, both digital and physical, reflect customers' interests in engaging and inviting ways.
- Ensure that the materials in our collection reflect customers' interests.
- Establish and implement materials use assessment methods to understand customer borrowing needs.

2. COMMUNITY SPACE WHERE PEOPLE AND IDEAS MEET

Customers feel a sense of inclusion by participating in programs that draw upon community expertise.

- Work together with partners and Indigenous leaders to create and launch the RPL Indigenous Services Strategy that allows customers to engage together in the physical and digital spaces of Regina Public Library.
- Create new and continuing contracts for furniture, equipment, and shelving. This will ensure that all changes to our physical spaces are designed to meet customer expectations for learning, study, collaboration, and quiet.
- Refresh Sherwood Village Branch to ensure physical needs for collaboration, study, quiet, family, and early learning supports are in place. Learning and decisions through this process will inform future changes across our system.

3. PROGRAMS AND SERVICES THAT SUPPORT READING, CURIOSITY AND DISCOVERY

Customers will have access to opportunities to develop digital literacy skills and abilities.

- Deliver digital literacy programs for all ages at all library locations.
- Ensure digital competencies among staff are optimized.
- Deliver media literacy programs that leverage the Digital Media Studio resources.
- Explore and activate partnership opportunities to expand STEAM programs for all ages.

Customers find physical and digital materials to pursue existing interests and discover new ones.

- Create a seamless experience for browsing, requesting (placing holds), and borrowing both online and in person.
- Ensure display spaces, both digital and physical, reflect customers' interests in engaging and inviting ways.
- Ensure that the materials in our collection reflect customers' interests.
- Establish and implement materials use assessment methods to understand customer borrowing needs.

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

- Increase customers' access to artists, writers, filmmakers, and other creators through presentations, talks, activities, and Artist-in-Residence open studio hours, and workshops.

Customers will experience the joy of reading, celebrate and share their love of books by accessing library reading programs, services, and collections.

- Encourage people to read more, and read widely, and give them opportunities to talk about books.
- Offer programs that encourage socialization around books and reading.
- Expand book club offerings and offer family book clubs at large branches.
- Offer reading guides and challenges to help customers meet their reading goals.

Regina students, teachers, parents, and community organizations recognize the library as a trusted partner that supports student success and will use services, resources, and programs that support student success.

- Increase collaboration with other local cultural organizations and pursue deeper partnerships with local schools. This includes identifying curricular needs and interests with teachers, and developing library programs available to schools upon request, as well as increasing promotion in schools of programs such as *Level Up!*.
- Create a space on the RPL website for teachers and caregivers.
- Identify strategies and partnerships to ensure that all Regina students have a valid library card and know how and why to use it.
- Plan, launch, and evaluate additional innovative programs, like Cops and Readers.

Customers will experience the library as an integrated cultural institution that provides access to culture for all. Customers from all life stages will have access to digital, visual, media, musical, maker, and other cultural experiences.

- Offer Dunlop Art Gallery programs to help visitors – particularly those ages 25 to 44 – actively engage and deepen their understanding and interest in culture.
- Deliver culture-based programs that provide opportunities for intergenerational contact, as well as programs that focus on meeting the needs of customers in all life stages.
- Increase its exhibition of the public art collection throughout the library system.

4. COMMUNITY OPPORTUNITIES THAT COMPLEMENT AND STRENGTHEN THE PUBLIC LIBRARY OFFERING

Customers who live and/or work in the downtown will enjoy a safe and welcoming experience at Central Library.

- Enhance the experience of Central Library as a safe and welcoming location.
- Increase programming that is relevant to the demographic groups who live and work downtown (e.g., seniors, millennials, professionals, etc.).
- Review Central Library service space planning and conduct customer consultation in the process.

Customers use professional, business, and career services at the library, where they are a community of learners.

- Identify digital learning resources and opportunities to aid professional development, business, and career support.
- Promote collections and services at professional, business, and career programs to showcase opportunities for further learning at the library.

Customers use community-curated opportunities to connect physically and digitally with others who share their learning interests.

- Work with community partners to identify learning interests in which customers could connect and support each other.
- Identify and activate opportunities for customers to connect about shared learning outcomes.

These actions represent some of the many projects RPL will undertake in 2020. We will continue serving our customers and the citizens of Regina through a firm commitment to our strategic plan, and by aligning our work with our vision, mission and values.

View our 2016-2021 Strategic Plan and our vision, mission and values by visiting our website: www.reginalibrary.ca/about.

**THE REGINA PUBLIC LIBRARY BOARD
CITY COUNCIL 2020 BUDGET SUBMISSION
STATEMENT OF OPERATIONS AND FUNDING ADJUSTMENTS**

Appendix A

	2020 Budget \$ (Unaudited)	2019 Budget \$ (Unaudited)	2020 Budget vs. 2019 Budget \$ Change
Statement of Operations			
Revenue:			
Taxes and Grants:			
City of Regina tax levy (Note 1)	22,146,223	21,302,475	843,748
Grants-in-lieu of taxes	1,482,650	1,374,532	108,118
Provincial services agreement	606,408	597,500	8,908
Other grants	258,800	270,694	(11,894)
	24,494,081	23,545,201	948,880
Other Revenue:			
Other revenue	850,450	731,700	118,750
Total Revenue	25,344,531	24,276,901	1,067,630
Expenses:			
Operating Expenses:			
Public services	15,160,662	14,854,453	306,209
Support services	4,909,284	4,588,465	320,819
Administration	2,084,495	1,854,454	230,041
Governance	121,900	117,000	4,900
Total Expenses before Amortization	22,276,341	21,414,372	861,969
Amortization Expense	2,675,000	2,796,000	(121,000)
Total Expenses	24,951,341	24,210,372	740,969
Annual (Loss) Surplus from Operations	393,190	66,529	326,661
Funding Adjustments			
Adjustments for non cash items			
Amortization of Capital Assets	2,675,000	2,796,000	(121,000)
Employment Benefits Obligation	42,500	60,000	(17,500)
	2,717,500	2,856,000	(138,500)
Funding Provided from Operations	3,110,690	2,922,529	188,161

Note:

1 Includes supplementary taxes of \$100,000 (2019 - \$100,000).

**THE REGINA PUBLIC LIBRARY BOARD
CITY COUNCIL 2020 BUDGET SUBMISSION
STATEMENT OF OPERATIONS AND FUNDING ADJUSTMENTS**

Appendix A

	2020 Budget \$	2019 Budget \$	2020 Budget vs. 2019 Budget \$ Change
Capital:			
Ongoing:			
Library Materials	1,704,000	1,696,379	7,621
Building	-	-	-
Furniture and Equipment	160,000	155,000	5,000
Information Technology	536,690	361,150	175,540
Land Improvements	-	-	-
Shelving	60,000	60,000	-
Vehicles	30,000	40,000	(10,000)
	2,490,690	2,312,529	178,161
Major Projects:			
Branch Development (Note 2)	620,000	620,000	-
Special:			
Total Capital	3,110,690	2,932,529	178,161
Net Funding Requirements	(0)	10,000	(10,000)
Less other sources of funds:			
Planned Funding from Reserves		-	-
From DAG Reserve		-	-
From Vehicle Reserve	(30,000)	(40,000)	10,000
	(30,000)	(40,000)	10,000
Add other uses of funds:			
Planned Contributions to Reserves		-	-
Planned Contributions to Appropriated Reserves - Vehicles	30,000	30,000	-
Planned Funding to DAG Reserves		-	-
	30,000	30,000	-
Net Budget (Note 3)	(0)	(0)	0

Notes:

2 Cost estimates include on-going branch renewal.

3 \$0 indicates a balanced budget.

THE REGINA PUBLIC LIBRARY BOARD**Schedule 1****SCHEDULE OF EXPENSES BY OBJECT**

Year ended December 31

	2020 Budget \$	2019 Budget \$	2020 Budget vs. 2019 Budget \$ Change
	(Unaudited)	(Unaudited)	
EXPENSES			
Wages, benefits and honoraria	14,376,210	13,968,577	407,633
Purchased goods and services	7,877,631	7,425,795	451,836
Interest	22,500	20,000	2,500
Amortization	2,675,000	2,796,000	(121,000)
Net expenses	24,951,341	24,210,372	740,969

THE REGINA PUBLIC LIBRARY BOARDSchedule 2**SCHEDULE OF LIBRARY MATERIALS EXPENSES**

Year ended December 31

	2020 Budget \$ (Unaudited)	2019 Budget \$ (Unaudited)	2020 Budget vs. 2019 Budget \$ Change
EXPENSES			
Books	1,050,000	1,069,379	(19,379)
E-books	312,000	312,000	-
DVDs	267,000	235,900	31,100
Sound recordings	75,000	79,100	(4,100)
Net expenditures	1,704,000	1,696,379	7,621