



## 2021 Budget Submission - Provincial Capital Commission

|                     |                                     |
|---------------------|-------------------------------------|
| <b>Date</b>         | December 9, 2020                    |
| <b>To</b>           | Executive Committee                 |
| <b>From</b>         | Financial Strategy & Sustainability |
| <b>Service Area</b> | Financial Services                  |
| <b>Item No.</b>     | EX20-32                             |

### RECOMMENDATION

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The Executive Committee recommends that City Council:

Refer the Provincial Capital Commission (PCC) 2021 budget as submitted to the City's 2021 budget process.

### ISSUE

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As required by legislation, it has been the practice of the PCC to present to Executive Committee their work plan and budget request for the coming year. The purpose of the submission is to inform the Committee of the community investment that is being requested from the City. The PCC's 2021-22 Plan and Budget is included as **Appendix A**.

The deliberation and approval of the request is undertaken as part of Council's consideration and approval of the overall General Fund Budget, as a result, once discussed at Executive Committee, PCC's funding request is referred to the 2021 budget process for future budget deliberation by City Council.

### IMPACTS

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#### **Financial Implications**

The 2021 budget allocation for the PCC will be approved by City Council through future budget deliberations.

## **Accessibility Implications**

Accessibility features will be incorporated in the Candy Cane Park Accessibility and Safety Upgrades project which is included in the capital project submission.

There are no environmental, policy/strategic, risk/legal or other implications or considerations.

## **OTHER OPTIONS**

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None with respect to this report.

## **COMMUNICATIONS**

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The Provincial Capital Commission will be advised of the decision of City Council.

## **DISCUSSION**

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Under *The Provincial Capital Commission 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. The 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.

Pursuant to legislation, 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.

PCC has presented a total request from the City of Regina of \$2,719,000, which is the same as their 2020 request which was included and approved in the 2020 budget. This includes an operating funding request of \$2,119,000 and a capital request of \$600,000 in 2021. The capital budget request includes plans for two projects:

### **Candy Cane Park Accessibility and Safety Upgrades**

Enhancements to the park include:

- Wheelchair accessible playground equipment, sensory equipment and rubber flooring for needle safety program.

### **Active Transportation City Partnership Pilot**

- Green Bike/Running Lane on Wascana Drive

## DECISION HISTORY

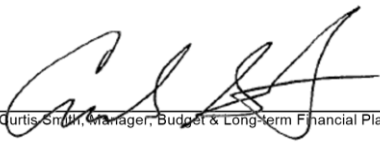
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On July 6, 2020 (PPC20-12), the Executive Director, Financial Sustainability & Strategy presented an Economic and Preliminary 2021 Budget Development Update to the Priorities and Planning Committee.

The recommendations in this report require City Council approval.

Respectfully Submitted,

Respectfully Submitted,



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

11/24/2020



Barry Lacey, Exec. Director, Financial Strategy & Sustainability

12/1/2020

Prepared by: Sheena Carrick, Corporate Budget Consultant

## ATTACHMENTS

Appendix A - PCC Budget Submission



October 30, 2020

City Council  
City of Regina  
P.O. Box 1790  
REGINA SK S4P 3C8

Dear Members of Council:

The Provincial Capital Commission (PCC) requests a total investment of \$2.719M to support operations and capital improvements at Wascana Centre, Regina's – and one of North America's – largest urban park at 2,300 acres. This represents no change from 2020-21.

The PCC provides stewardship of the land and assets for Government House and Wascana Centre's three funding partners: the City of Regina, the Province of Saskatchewan and the University of Regina. The PCC enhances quality of life by creating community partnerships and promoting visitor experiences within Regina, Saskatchewan's capital city.

## **I. VALUE PROPOSITION**

Wascana Centre and Government House are two national level sites managed by the PCC. Wascana Centre is home to key attractions like the Legislative Building (seat of government), the Mackenzie Art Gallery, the Royal Saskatchewan Museum, the Saskatchewan Science Centre and Leibel Field. It hosts more than 2,000 events annually ranging from charity runs, cultural celebrations and athletic events at both local and national levels. It attracts five million visitors annually and serves the people of Regina. Government House hosts 38,000 visitors a year, representing the city with pride generating celebratory events.

In order to serve the interests of the three funding partners, the PCC's mandate provides for the operation, management and stewardship of provincial assets that include Government House and Wascana Centre, enhancing quality of life and creating pride in the capital city through educational programming, public events and celebratory opportunities. The Commission acts as a regulator for all land-use within Wascana Centre.

The pillars that guide PCC’s operations are:



Community engagement that includes events, programming, outreach and experiences, capital city celebrations, collaborations and partnerships, educational, ecological and active community infrastructure.



History and stewardship education that includes ecology programming, community labs, museum and collections, and storytelling.



Long-term legacy planner for the capital city that includes stewardship/development regulations, and sustainable development strategies as the principal steward of PCC assets.

Investing in the PCC keeps Wascana Centre and Government House beautiful and safe. For the City of Regina, it is where Regina people are active and engaged with their community. For the Province of Saskatchewan, it is where the seat of government and numerous historic buildings of significance are located. And for the University, it is a campus that attracts students and provides research opportunities to innovate and to examine and sustain prairie ecology.

## II. THE PROPOSAL

### a. Operating Investment \$2.119 million

The PCC requests *status quo* funding from each of its partners to support operations. For the 2021-22 fiscal year, the PCC requests \$2.119 million for operations from the City of Regina, no change from the previous year. The following table summarizes the PCC’s funding requests for each partner.

| <i>(numbers in thousands)</i>        | <b>Province*</b> | <b>City</b> | <b>University</b> | <b>Total</b> |
|--------------------------------------|------------------|-------------|-------------------|--------------|
| <i>2020-21 Funding</i>               | \$ 7,206         | \$ 2,119    | \$ 800            | \$ 10,125    |
| <i>2021-22 Funding Increase</i>      | -                | -           | -                 | -            |
| <b>Total 2021-22 Funding Request</b> | \$ 7,206         | \$ 2,119    | \$ 800            | \$ 10,125    |

Activities focus on finding efficiencies, leveraging economies of scale, and developing innovative ways to refresh existing initiatives. Funding for operations support the following programs that keep Wascana Centre and Government House beautiful, safe and accessible:

**Horticulture, Pest Control and Forestry** – The PCC is responsible for the maintenance and future of the urban forest located within Wascana Centre and Government House boundaries. The urban forest is monitored continually for overall health of the tree canopy cover by monitoring for disease and pest control, tree maintenance which includes pruning, structural repair, removal, relocating and planting. This information is shared with the City Officials in partnership.

Horticulture and Forestry include a production nursery and greenhouses used to grow trees, plants and flowers. Horticulture plans, grows, plants and maintains the floral beds throughout the Centre and for Government House.

Pest Control manages evasive and non-evasive insect concerns, rodents, noxious weeds and creates integrated pest management plans. A pilot tree vaccination project is underway at PCC sites to inoculate them from disease. This information is being shared nationally for research and the City of Regina Officials will also be aware of the results. The PCC is working with the city, sharing best practices and aligning standards concerning horticulture, pest control and forestry. The Wascana Centre Greenhouses provide annuals each year as a partnership contract with the city.

**Stewardship and Operations** – The PCC works closely with its partners and proponents on a consistent development process from conception to completion of any project. This division has made large improvements to resources of clarity around development application processes and records. The engineering and architectural advisory committees to the Board are supported by this division.

This division is responsible for community use capital infrastructure planning, community labs, and procurement of the projects. Working with the Ministry of Central Services, this division manages the outcomes of base capital projects such as lighting, roads, trails, railings, picnic/BBQ sites and building upgrades at the PCC sites.

The Ecological Branch sits within this division and is making great efforts in work to protect the Marsh Lands legacy, Bird Sanctuary infrastructure and programming and working with the City of Regina annually on best practice Goose Management methods throughout the Capital.

**Visitor Services and Outreach** – This area oversees *Capital City Celebrations*, public outreach and marketing, event coordination, revenue generation and fundraising, conservation of historic exhibits and collections, educational programming, and ecology programming at all PCC sites. Event management, facility booking and compliance is essential to ensure that Wascana Centre and Government House assets are maintained to avoid deterioration or destruction. All PCC run programming and events are community focused and offered free of charge.

**Security** – The Community Safety Officer (CSO) Program at Wascana Centre ensures that the Centre is safe for the public to use. Special Constables educate, promote and protect public safety. They proactively mitigate behaviors that could deteriorate or destroy infrastructure or the reputation of the park. The PCC has invested in security to ensure that the 5 million visitors annually know the Centre to be safe and welcoming. A bike patrol of Wascana Centre will be added to the CSO Program in the Summer of 2021.

**Administration** – Executive Management and Corporate Services handle the human resources, safety, risk management, legal counsel, finance, public relations, government relations, PCC board support, committee advisory services and strategic planning for the PCC. This division is responsible to successfully implement the Board approved operational direction of the organization and be accountable to the Board approved financial plan.

**Maintenance** – The PCC contracts the Ministry of Central Services for grounds-keeping including irrigation, cutting and repairing the turf, and weed control in the tree and shrub beds throughout Wascana Centre and Government House. Maintenance also maintains recreation and play areas through all seasons, snow removal on trails, roadways, sidewalks, public parking areas and event areas. The operation of public washrooms, refuse disposal and graffiti removal is also the responsibility of Central Services.

**b. Capital Investment \$600 thousand**

For the 2021-22 fiscal year, PCC requests \$600 thousand from the City of Regina to fund two capital projects to meet City of Regina needs at Wascana Centre. For 2021-22, the projects are:

| <b>Project</b>  | <b>Strategic Alignment</b> | <b>Budget</b>    |
|---|----------------------------|------------------|
| <i>Candy Cane Park Accessibility and Safety Upgrades</i>  | - Active Communities       | \$150,000        |
| - wheelchair accessible playground equipment, sensory equipment and rubber flooring for needle safety program | - Accessibility            |                  |
|   | - Safety                   |                  |
| <i>Active Transportation City Partnership Pilot</i>   | - Active Communities       | \$450,000        |
| Green Bike/Running Lane on Wascana Drive  | - Safety                   |                  |
|   | - Long-term culture legacy |                  |
| <b>TOTAL</b>  |                            | <b>\$600,000</b> |

The PCC also plans to invest \$750 thousand from its *PCC Community Use Capital Investment Plan*.

| <b>Project</b>  | <b>Strategic Alignment</b>   | <b>Budget</b> |                  |
|---|--|---------------|------------------|
| <i>Active Communities</i>   |  |               |                  |
| - Outdoor Exercise Equipment<br>Install two new locations<br>(Candy Cane Park and<br>Wascana Rehab) | - Active Communities<br>- Winter Strategy<br>- Accessibility<br>- Safety | \$250,000     |                  |
| - Legislative Ice Rink on the<br>lake   | - Long-term culture<br>legacy  |               |                  |
| - Pathway Accessibility<br>Improvements   |  |               |                  |
| - Green Bike Lane on Wascana<br>Drive (Design costs)  |  |               |                  |
| <i>Ecological Envelopes</i>   |  |               |                  |
| - Alternative Ground Cover  | - Green Initiatives  |               | \$250,000        |
| - Bee Pollinating Plots   | - Asset management   |               |                  |
| - Bird Sanctuary Signage and<br>Fencing Upgrade   | - Agricultural labs<br>- Education                                       |               |                  |
| - Willow Island and Marsh<br>Riparian Restoration   |  |               |                  |
| <i>Outdoor Educational Infrastructure</i>   |  |               |                  |
| - Outdoor classroom<br>amphitheater – University of<br>Regina location                              | - Green Initiatives<br>- Accessibility<br>- Education                    | \$250,000     |                  |
| - Wascana Centre and<br>Government House signage<br>upgrade   | - Tourism<br>- Long-term culture<br>legacy                               |               |                  |
| - Signage Plan for Wascana<br>Centre  |  |               |                  |
| - Monument restoration and<br>plaque replacements   |  |               |                  |
| - Picnic table upgrades at all<br>PCC sites   |  |               |                  |
| <b>TOTAL</b>  |  |               | <b>\$750,000</b> |

In addition, the Province of Saskatchewan funds capital upgrades in Wascana Centre and Government House through the Ministry of Central Services. The legislative precinct in Wascana Centre holds heritage property status and assets that are significant to the Province and the people of Saskatchewan. In 2020-21, the Province invested \$2.4 million in irrigation upgrades throughout Wascana Centre and \$1.8 million to upgrade the parking lot at Government House. For 2021-22, information on provincial investments will be available once the 2021-22 provincial budget is released.



### III. STRATEGIC VISION AND KEY ACCOMPLISHMENTS

The PCC partners with the City of Regina to be Canada's most vibrant, inclusive, attractive, sustainable community, where people live in harmony and thrive in opportunity. It 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.

Recent accomplishments include:

- New accessibility improvements to trail system
- Investments in parking Infrastructure for improvements to access
- Winter strategies infrastructure projects
- College Avenue entrance way gardens

Future opportunities include:

- Improvements in standards of land maintenance
- Active Community use capital investments (bike lanes, outdoor fitness equipment)
- Wayfinding and promotional signage investments
- Outdoor educational spaces
- Ecological and green initiatives and sanctuary investments
- Monuments Committee and long-term planning

Moving forward, the PCC will focus on *possibility*. It is excited to host participation labs to collect and evaluate feedback from Regina citizens on community use capital planning and the future of Wascana Centre and Government House. From a strategic perspective, Wascana Centre has changed considerably over the past 100 years. The park has transformed from grassland to an urban park that serves multiple uses.

With great efforts being made to make sustainable and ecological choices, the organization has invested to protect federally designated wetland habitat that supports local plants and wildlife. It is also a place for people to walk, bike, paddle, ski, swim and compete in team sports. Wascana Centre is the heart of the Queen's City and Government House is the historic jewel in Her crown.

With initiatives to create community spaces, events, and culture building infrastructure and programming the PCC sites work to make Regina a world-class destination that is a source of pride and significance for the people of Regina and Saskatchewan.

**IV. SUPPLEMENTARY INFORMATION**

The PCC's Board-approved *2021-22 Spending Plan* is located in Appendix A. Information on Board structure and governance is located in Appendix B.

Sincerely,

A handwritten signature in blue ink, appearing to read "J. Greg Miller".

J. Greg Miller  
Chair of the Board

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

Monique Goffinet Miller  
Chief Executive Officer

**APPENDIX A**

| Provincial Capital Commission                 | 2019-20<br>Actual<br>(\$000s) | 2020-21<br>Budget<br>(\$000s) | 2021-22<br>Draft Budget<br>(\$000s) |
|---|-------------------------------|-------------------------------|-------------------------------------|
| <b>Revenue</b>                                |                               |                               |                                     |
| Grants  |                               |                               |                                     |
| Government of Saskatchewan                    | 7,118                         | 7,206                         | 7,206                               |
| City of Regina                                | 2,119                         | 2,119                         | 2,119                               |
| University of Regina                          | 800                           | 800                           | 800                                 |
| City of Regina – Capital grant                | 600                           | 600                           | 600                                 |
| PCC Generated Revenue                         | 943                           | 1,025                         | 1,025                               |
| <b>Total Revenue</b>                          | <b>11,580</b>                 | <b>11,750</b>                 | <b>11,750</b>                       |
| <b>Expenses</b>                               |                               |                               |                                     |
| CEO Office                                    | -                             | 361                           | 365                                 |
| Planning and Corporate Services               | 1,007                         | 609                           | 615                                 |
| Accommodation                                 | 2,904                         | 2,706                         | 2,706                               |
| Outreach and Visitor Experience               | 1,288                         | 1,403                         | 1,422                               |
| Stewardship and Operations                    | 567                           | 613                           | 623                                 |
| Forestry                                      | 659                           | 614                           | 624                                 |
| Horticulture                                  | 591                           | 618                           | 628                                 |
| Wascana Centre Security                       | 458                           | 500                           | 507                                 |
| Maintenance                                   | 2,562                         | 2,647                         | 2,672                               |
| Development and Infrastructure Projects       | 1,068                         | 2,434                         | 2,338                               |
| Loss on Disposal                              | -                             | 3,195                         | -                                   |
| <b>Total Expenses</b>                         | <b>11,104</b>                 | <b>15,700</b>                 | <b>12,500</b>                       |
| <b>Surplus (Deficit)</b>                      | <b>476</b>                    | <b>(3,950)</b>                | <b>(750)</b>                        |
| <b>Accumulated Surplus, beginning of year</b> | <b>11,353</b>                 | <b>11,829</b>                 | <b>7,879</b>                        |
| <b>Accumulated Surplus, end of year</b>       | <b>11,829</b>                 | <b>7,879</b>                  | <b>7,129</b>                        |

**APPENDIX B**

**VISION**

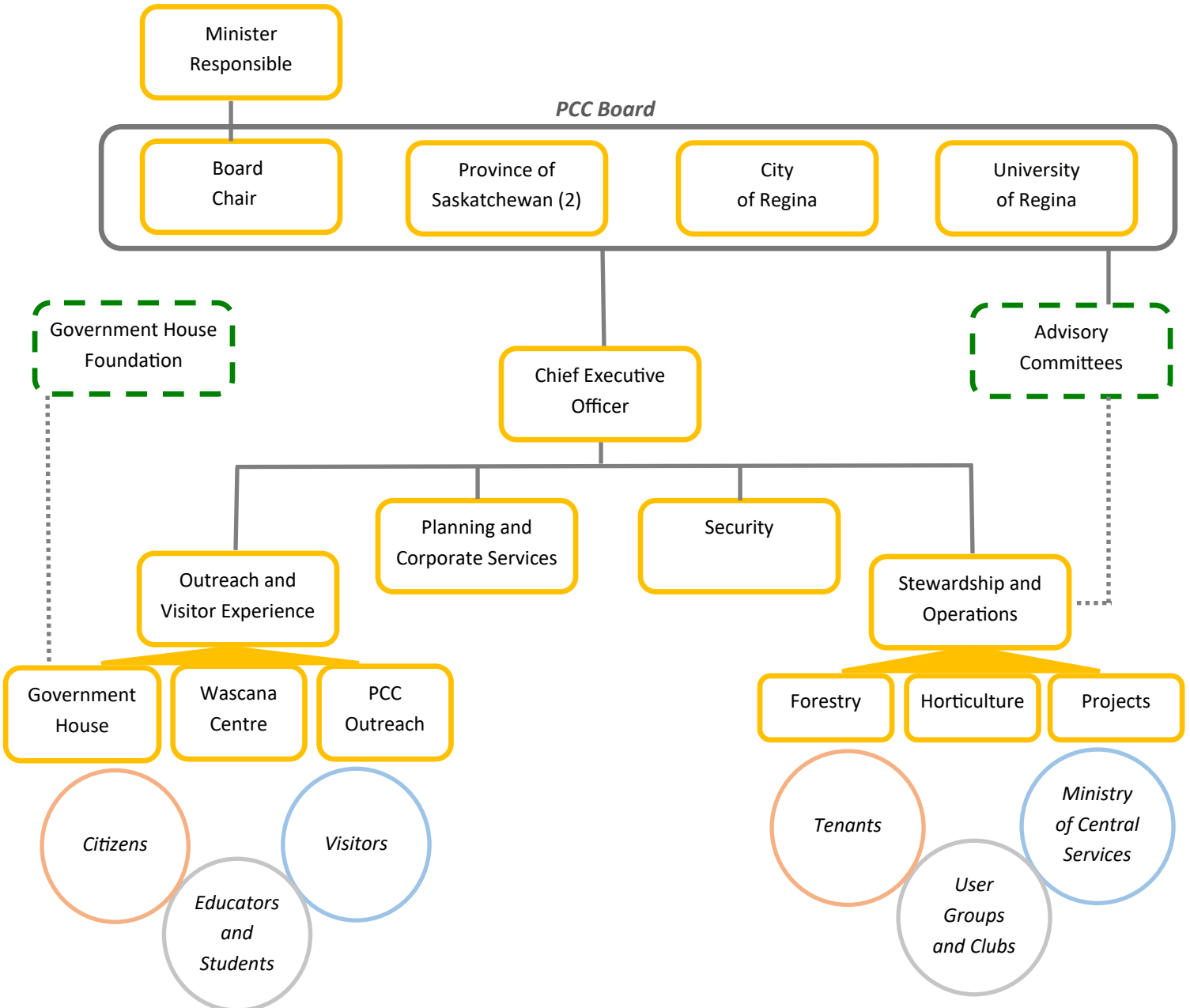
Inspiring pride and fostering connections to Saskatchewan’s Capital City.

**MISSION**

To enhance the 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**

The PCC is an Agent of the Crown. It provides for the operation, management and stewardship of provincial assets that include Government House and Wascana Centre, enhancing quality of life and creating pride in the capital city through educational programming, public events and celebratory opportunities. The Commission acts as a regulator for all land-use within Wascana Centre.



## 2021 Budget Submission - Service Partners

|                     |                                     |
|---------------------|-------------------------------------|
| <b>Date</b>         | January 6, 2021                     |
| <b>To</b>           | Executive Committee                 |
| <b>From</b>         | Financial Strategy & Sustainability |
| <b>Service Area</b> | Financial Services                  |
| <b>Item No.</b>     | EX21-3                              |

### RECOMMENDATION

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That the 2021 budgets and related requests of City Council as submitted by the Regina Exhibition Association Limited (REAL), Economic Development Regina (EDR), and the Regina Public Library (RPL) be referred to and considered at City Council's 2021 budget meeting in March 2021.

### ISSUE

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

The deliberation and approval of the requests is undertaken as part of Council's consideration and approval of the overall General Fund Operating Budget. As a result, once discussed at Executive Committee, the budget submissions are referred to the 2021 budget process for future budget deliberation by City Council.

## **IMPACTS**

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### **Financial Implications**

The 2021 budget submission for REAL, EDR and RPL will be considered and approved by City Council through future budget deliberations.

REAL is requesting \$400,000 in funding in 2021, which is an increase of \$300,000 over 2020 approved funding. EDR is requesting \$1,885,305 in core funding in 2021, which is an increase of \$36,965 over 2020 approved core funding. In addition, on a one-time basis, EDR is requesting \$200,000 from the City to support the long-term growth and recovery of events, conventions and tourism sectors. The RPL is requesting a mill rate of 0.77145, which is a mill rate increase of 2.9% over 2020.

There are no accessibility, environmental, policy/strategic, risk/legal or other implications or considerations.

## **OTHER OPTIONS**

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None with respect to this report.

## **COMMUNICATIONS**

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

## **DISCUSSION**

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### **Regina Exhibition Association Limited (REAL) – Appendix A**

The Regina Exhibition Association Limited (REAL) is a non-profit corporation that is responsible for the stewardship, development, promotion and overall management of Evraz Place for the City of Regina. REAL began operating as a not-for-profit municipal corporation in 2014 with oversight from a Board of Directors appointed by Council. The City of Regina owns the lands and assets of Evraz Place that REAL operates on the behalf of the City. REAL is a large, multi-purpose event complex with 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 \$400,000 in funding in 2021, which is an increase of \$300,000 over 2020 approved funding. This funding request is in addition to the \$700,000 grant related to assisting REAL in making principle and interest payments on REAL debt approved by Council on December 16, 2020 (CR20-96). The increase is due to financial impacts the organization expects to experience in 2021 due to the COVID-19 pandemic. REAL commits to proactively reduce the \$400,000 operating grant by 50% next year.

### **Economic Development Regina (EDR) – Appendix B**

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 a not-for-profit municipal corporation with oversight from a Board of Directors that is appointed by City Council.

EDR is requesting core funding of \$1,885,205 in 2021, which is an increase of \$36,965, or 2% over 2020. This increase is reflective of cost of living and inflationary pressures to maintain core services and support day-to-day business.

In addition, on a one-time basis, EDR is requesting \$200,000 from the City to support the long-term growth and recovery of events, conventions and the tourism sector. Traditional sources of revenue for these priorities have been detrimentally impacted by COVID-19. Together with its partners, EDR is working to attract and maximize high-impact events for future years.

### **Regina Public Library (RPL) – Appendix C**

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 2021 Library mill rate request is 0.77145. This represents a 2.9% mill rate increase over 2020. As a comparison the 2020 mill rate increase was 2.3% over 2019. This increase is due to inflationary pressures to deliver the same services.

## **DECISION HISTORY**

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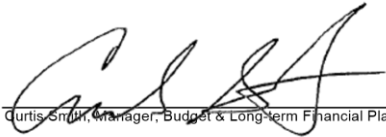
On July 6, 2020 (PPC20-12), the Executive Director, Financial Strategy & Sustainability presented an Economic and Preliminary 2021 Budget Development Update to the Priorities and Planning Committee.

On December 16, 2020 (CR20-96), City Council considered and approved a report on the REAL COVID-19 Cashflow. The report authorized an increase in the overall debt of REAL by \$8 million to a total of \$21 million. The report also authorized annual grant funding to REAL of up to \$700,000 per year beginning in 2021 related to this debt.

The recommendations contained in this report is within the authority of the Executive Committee.

Respectfully Submitted,

Respectfully Submitted,



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

12/23/2020



Barry Lacey, Exec. Director, Financial Strategy & Sustainability

12/30/2020

Prepared by: Sheena Carrick, Corporate Budget Consultant

**ATTACHMENTS**

Appendix A - Regina Exhibition Association Limited

Appendix B - Economic Development Regina

Appendix C - Regina Public Library





**December 21, 2020**

City of Regina  
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) 2021 Budget / Community Investment Funding**

Dear Curtis

This letter is to seek the approval from Regina City Council for Operational Grant Funding of \$400,000 for 2021 for the Regina Exhibition Association Limited (REAL).

### **Mandate**

Established in 1884 REAL is 136 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 ventures that could generate additional revenue.

### **Services**

In a normal year, 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 AffinityPlex is 90,000 sq. ft. with a regulation indoor soccer field. The six-rink arena in The Co-operators Center, hosts tournaments almost every weekend generating considerable tourism and economic benefit. The International Trade Centre (ITC) is the home of the Canadian Western Agribition, major trade shows, conference and numerous other events. Our two-signature events, Queen City Exhibition and the Canada's Farm Show, allow us to host our community and international guests as we showcase the best Regina has to offer.

### Corporate Values, Mission and Vision

At REAL our corporate values truly represent who we are and what we aspire to be. This is evident in the way we come to work every day, and it has become even more apparent in how our team has responded this past year while operating under a Public Health Order in response to the global pandemic. Our industry was one of the first to be negatively impacted, with the cancellation of large gatherings, concerts and events. This, unfortunately, had a direct impact on the majority of our staff. However, as guidelines shifted, and as REAL responded to the needs of our community and the Saskatchewan Health Authority, our team showed up every single day living our values and delivering on the necessary and required services.

We developed our Mission and Vision statements in a time when major events were on the horizon. At that time, we were focused on planning to deliver two very exciting events, such as the Garth Brooks concert and the Tim Horton's Heritage Classic. The thought of having to respond to a global pandemic never crossed our minds. Yet fast forward to today, and our Mission and Vision statements still hold as REAL responded in a manner that upheld our commitment by delivering a year of "firsts":

- **First** drive-thru mini donut event with 300 cars driving through indulging on 750 bags of donuts
- **First** Drive-In concert with Brett Kissel which sold out 3 shows and had 600 cars in attendance
- The sounds of kids laughing and playing during the **First** ever 5-day REAL Kids Camp
- Although Canada's Farm Show was cancelled, it did not stop REAL from going digital for the **First** time ever
- **First** ever drive-in fireworks show off the Brandt Centre roof with 360 cars and 1,400 attendees enjoying the spectacular event

### Financial Review

REAL measures annual operating financial performance by reporting on EBITDA (Earnings before Interest, Taxes, Depreciation and Amortization) and Net Income. EBITDA is an important measure for

REAL as it highlights the Profit which is driven from sales, events and operations before the cost of Financing and Capital is accounted for.

Prior to 2020, REAL was reporting an average EBITDA of \$500,000, which is then directed towards Capital Investment and improvements. With the addition of the International Trade Centre and Mosaic Stadium, REAL made a significant Capital Investment in 2016 and 2017 resulting in accessing bank financing which in turn has had an impact on Net Income with both depreciation and interest expense increasing year over year:

|                                       | <i>Forecast</i><br>2020 | <i>Actual</i><br>2019 | <i>Actual</i><br>2018 | <i>Actual</i><br>2017 | <i>Actual</i><br>2016 |
|---------------------------------------|-------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| <b>EBITDA</b>                         | <b>(5,482,447)</b>      | <b>164,078</b>        | <b>703,178</b>        | <b>515,435</b>        | <b>701,990</b>        |
| <b>Less:</b>                          |                         |                       |                       |                       |                       |
| Contributed Capital & Interest Earned | 3,840,556               | 3,879,393             | 3,933,314             | 4,088,528             | 3,159,779             |
| Depreciation                          | (5,988,863)             | (5,960,527)           | (5,980,608)           | (5,609,692)           | (4,407,468)           |
| Interest Expense                      | (247,652)               | (278,660)             | (215,362)             | (2,348)               | (4,493)               |
| <b>Net Income</b>                     | <b>(7,878,406)</b>      | <b>(2,195,716)</b>    | <b>(1,559,478)</b>    | <b>(1,008,077)</b>    | <b>(550,192)</b>      |

It is important to note, REAL entered into an agreement with the Province in 1997 whereby REAL receives a casino grant of \$2.6 million annually in response to the Province opening the Casino in downtown Regina and REAL giving up the rights to provide gambling activities or events on the property. This annual funding is extremely important to REAL’s financial sustainability and is set to expire in 2027. Without this annual funding from the Province, REAL would be reporting an average annual EBITDA loss of \$2M prior to 2020.

In addition to the Casino Grant, prior to 2019, REAL received an annual operational grant fund payment from the City in the amount of \$400,000. The funding was used for both Capital and Operational initiatives over the years. In 2019, REAL committed to the City to reduce this annual fund requirement by 50% year over year as REAL was setting plans in motion and implementing the 2.0 strategic plan that would result in REAL becoming financially sustainable. It was REAL’s goal to become self-sustainable and not require annual operational funding by the year 2023.

REAL’s 2.0 Strategic Plan builds the future financial sustainability on commercial development; however, this will take time and consequently REAL is still very much reliant on our industry and ability to host major events.

The following table illustrates the importance of major events to REAL’s EBITDA:

|                                  | <i>Budget</i>    | <i>Actual</i>      | <i>Actual</i>    | <i>Actual</i>    |
|----------------------------------|------------------|--------------------|------------------|------------------|
|                                  | 2020             | 2019               | 2018             | 2017             |
| <b>EBITDA</b>                    | <b>857,242</b>   | <b>164,078</b>     | <b>703,178</b>   | <b>515,435</b>   |
| <b>Major Event</b>               | 1,675,000        | 1,403,000          | 961,000          | 771,835          |
| <b>EBITDA net of Major Event</b> | <b>(817,758)</b> | <b>(1,238,922)</b> | <b>(257,822)</b> | <b>(256,400)</b> |

This highlights the importance of major events and the financial contribution they have on REAL’s financial results year over year. It also highlights REAL’s ability to deliver major events in a manner that continued to increase the financial performance of each event. By streamlining operations, generating food & beverage revenues and attracting global events such as Garth Brooks and the Tim Horton’s Heritage Classic – REAL was on the path to put the City of Regina on the global map for our industry.

*Then COVID-19 hit, and all things changed.....*

As with any other organization in our industry, the impact of COVID-19 has had a tremendous negative impact on REAL’s financial situation. Although REAL has continued to deliver events under restricted guidelines, supporting sports and recreation, catering where possible and providing an optimum site solution for the Saskatchewan Health Authority to deliver necessary medical and pandemic services for the majority of 2020, these services do not drive profit or generate cash flow. They are services that support and benefit the community in a time that our community needs it the most.

In summary, REAL is forecasting a loss of \$5.5 million dollars by year-end as a result of the pandemic and because the future is unknown, REAL is anticipating and budgeting for 2021 only to perform marginally better.

**2021 Budget**

One thing is certain for 2021 - there are no guarantees and there is no crystal ball. At this point, REAL is relying on experience, knowledge and guidance from industry experts on what 2021 may bring.

REAL has developed the 2021 budget with a conservative lens and accounting for a reduction in attendance, consumer spending and the fact the events or services will not return to “normal” until the latter half of the year.

Our risks are associated with the ability to re-open and whether or not our guests will have disposable income and if they will feel safe returning to events. Our business is truly reliant on the delivery of a vaccine so our community and our guests can engage in the events and activation on our site.

When budgeting for 2021, REAL referenced 2019 as the starting point. The financial performance for each of the events in 2019 was adjusted for attendance, anticipated consumer spending and increased expenditures required to meet security and cleaning protocols:

| EBITDA  | 2020 Budget<br>\$ (000) | 2019 Actual<br>\$ (000) | Variance<br>\$ (000) |
|---|-------------------------|-------------------------|----------------------|
| <b>Operations:</b>                            |                         |                         |                      |
| Day to Day                                    | (10,647)                | (12,653)                | 2,006                |
| Stadium Ops & Maintenance                     | (2)                     | -                       | (2)                  |
| <b>Total Operations</b>                       | <b>(10,649)</b>         | <b>(12,653)</b>         | <b>2,004</b>         |
| <b>Sports, Recreation &amp; Rentals</b>       |                         |                         |                      |
| COVID-19 / SHA Field Hospital                 | 305                     | (209)                   | 514                  |
| Sport and Rec Rentals                         | 3,902                   | 4,228                   | (326)                |
| External Vendors                              | (10)                    | 614                     | (625)                |
| Trade Shows / Conferences & Meetings          | 1,117                   | 1,719                   | (602)                |
| <b>Total Sports, Recreation &amp; Rentals</b> | <b>5,315</b>            | <b>6,353</b>            | <b>(1,038)</b>       |
| <b>Major Tenants</b>                          |                         |                         |                      |
| CWA   | 749                     | 902                     | (153)                |
| Rider Games                                   | 602                     | 1,070                   | (468)                |
| Regina Pat's Hockey                           | 101                     | 697                     | (596)                |
| <b>Total Major Tenants</b>                    | <b>1,453</b>            | <b>2,670</b>            | <b>(1,217)</b>       |
| <b>Events:</b>                                |                         |                         |                      |
| Community & New Events                        | 195                     | 87                      | 108                  |
| Brandt Centre Events                          | 417                     | 777                     | (360)                |
| <b>Total Events</b>                           | <b>612</b>              | <b>864</b>              | <b>(252)</b>         |
| <b>REAL Signature Events:</b>                 |                         |                         |                      |
| QCX   | 156                     | 223                     | (67)                 |
| CFS   | 710                     | 1,305                   | (595)                |
| <b>Total Signature Events</b>                 | <b>866</b>              | <b>1,528</b>            | <b>(662)</b>         |
| <b>Major Events:</b>                          |                         |                         |                      |
| Stadium Concerts                              | 297                     | 697                     | (400)                |
| NHL Heritage Classic                          | -                       | 705                     | (705)                |
| <b>Total Major Events</b>                     | <b>297</b>              | <b>1,402</b>            | <b>(1,105)</b>       |
| <b>Total</b>                                  | <b>(2,106)</b>          | <b>164</b>              | <b>(2,270)</b>       |

### In Closing

REAL is seeking from the City of Regina and Council a payment of \$400,000 in an operating grant for 2021. REAL commits to proactively reduce this year over year by 50%.

In closing, we would like to sincerely thank the City of Regina for their continued leadership and support as our Owner and Sole Shareholder. You, more than anyone, understand the impact COVID-19 has had on the entire City, Province and Country. You have supported us in our efforts to continue to support our community and guests in a restrictive environment, which we greatly appreciate in a time where our community needs us the most.

Sincerely,



**Tim Reid**  
President & Chief Executive Officer  
**REGINA EXHIBITION ASSOCIATION LIMITED**



**Wayne Morsky**  
Acting Chair – REAL Board of Directors  
**REGINA EXHIBITION ASSOCIATION LIMITED**

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



# City of Regina Executive Committee 2021 Budget Presentation

# Corporate Values

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**Be original.** We think outside the box, constantly challenge the status quo and welcome ideas for improvement.

**Be a host.** We treat everyone as if they were a guest invited into our home and we do so with the highest level of hospitality.

**Be inclusive.** We welcome everyone and treat all others how we would like to be treated.

**Be proud.** We showcase how honoured we are to represent our history, our organization and to be a valued member of the Evraz Place family.

**Be resilient.** We willingly adapt to change and never give up.

**Be smart.** We strategically and thoughtfully manage our business and plan for the future.

**Always own it.** We hold ourselves and other accountable for delivering on promises.





# Mission

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“We deliver exceptional experiences and foster meaningful memories that make our community a better place.”



# Vision

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“To be the heart of our city and province – a place where people come to live, work and play.”





# Historical Review

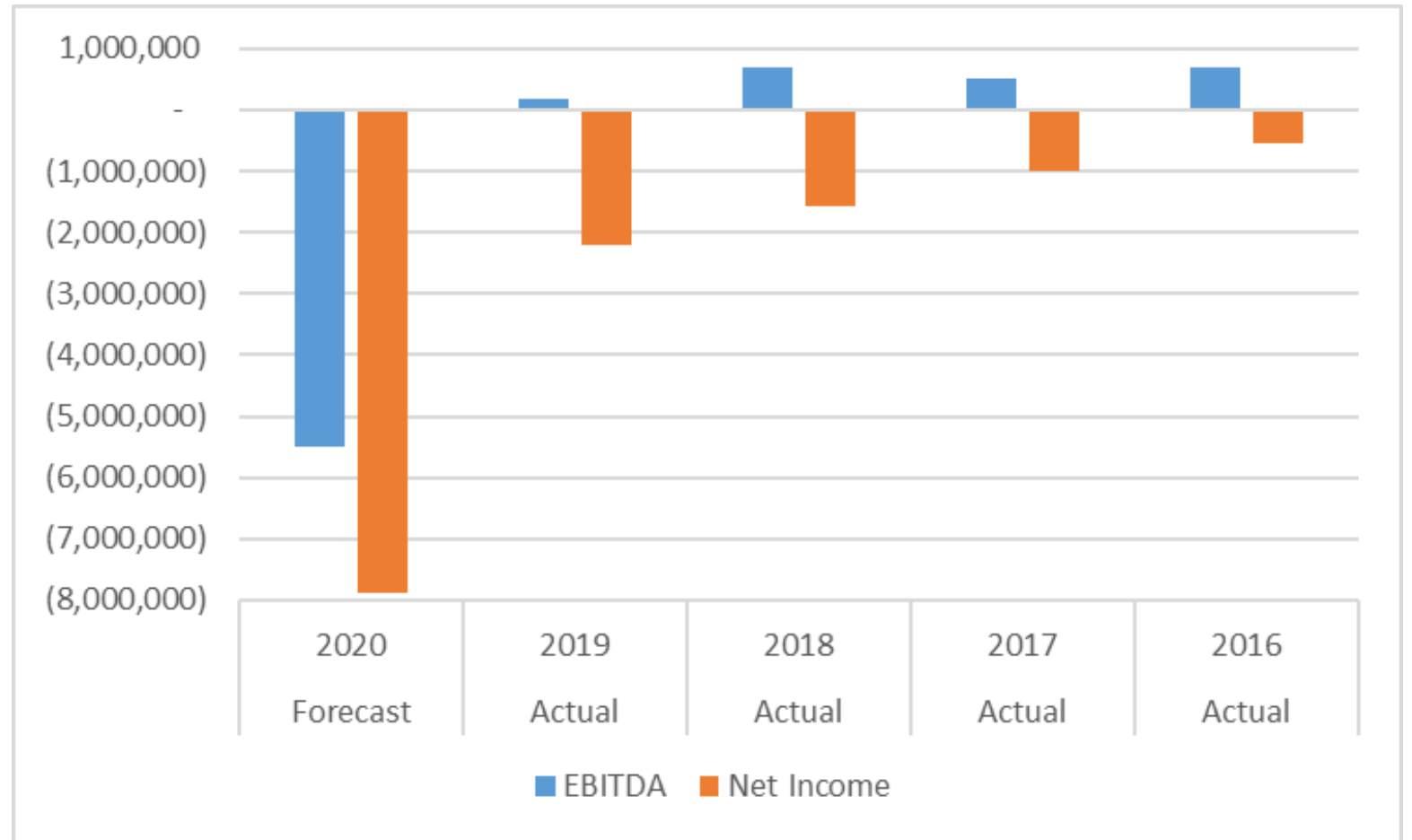
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|  | <i>Forecast</i><br><b>2020</b><br>\$ | <i>Budget</i><br><b>2020</b><br>\$ | <i>Actual</i><br><b>2019</b><br>\$ | <i>Actual</i><br><b>2018</b><br>\$ | <i>Actual</i><br><b>2017</b><br>\$ | <i>Actual</i><br><b>2016</b><br>\$ |
|--|--------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|
| <b>Revenues</b>                        |                                      |                                    |                                    |                                    |                                    |                                    |
| External funding                       | 3,051,280                            | 2,728,640                          | 2,884,449                          | 3,718,104                          | 3,007,256                          | 3,001,324                          |
| Event sales and recoveries             | 5,169,509                            | 19,561,129                         | 15,064,681                         | 13,046,701                         | 13,869,256                         | 9,747,049                          |
| Rental and lease revenue               | 4,698,414                            | 9,175,981                          | 10,053,547                         | 9,663,558                          | 9,727,789                          | 6,836,504                          |
| Sponsorship sales                      | 319,193                              | 3,136,200                          | 2,524,801                          | 2,314,417                          | 2,231,408                          | 1,684,469                          |
| Food and beverage                      | 2,308,313                            | 15,410,329                         | 14,291,962                         | 14,649,011                         | 15,151,244                         | 8,659,343                          |
|  | <b>15,546,709</b>                    | <b>50,012,279</b>                  | <b>44,819,440</b>                  | <b>43,391,791</b>                  | <b>43,986,954</b>                  | <b>29,928,689</b>                  |
| <b>Expenses</b>                        |                                      |                                    |                                    |                                    |                                    |                                    |
| Contracted labour                      | 287,824                              | 2,172,475                          | 2,302,651                          | 1,911,466                          | 2,456,674                          | 1,521,499                          |
| Cost of goods sold                     | 908,339                              | 5,510,863                          | 5,080,927                          | 5,330,585                          | 5,611,569                          | 3,308,226                          |
| Repairs & Maintenance                  | 1,188,876                            | 2,016,478                          | 2,047,753                          | 1,697,235                          | 2,924,120                          | 3,084,062                          |
| Administration, supplies, and services | 4,164,641                            | 15,856,688                         | 12,543,154                         | 10,615,067                         | 11,993,181                         | 6,126,967                          |
| Utilities                              | 3,029,128                            | 3,469,130                          | 3,552,678                          | 3,462,322                          | 3,248,958                          | 2,103,651                          |
| Wages and Employee Benefits            | 11,450,348                           | 20,129,403                         | 19,128,199                         | 19,671,939                         | 17,237,017                         | 13,082,295                         |
|  | <b>21,029,156</b>                    | <b>49,155,037</b>                  | <b>44,655,362</b>                  | <b>42,688,614</b>                  | <b>43,471,519</b>                  | <b>29,226,699</b>                  |
| <b>EBITDA</b>                          | <b>(5,482,447)</b>                   | <b>857,242</b>                     | <b>164,078</b>                     | <b>703,177</b>                     | <b>515,435</b>                     | <b>701,990</b>                     |
| <b>Capital Expenditures</b>            | <b>581,000</b>                       | <b>500,000</b>                     | <b>575,092</b>                     | <b>5,459,510</b>                   | <b>20,680,121</b>                  | <b>21,396,328</b>                  |
| <b>Revenue Growth</b>                  | <b>-65.31%</b>                       | <b>11.59%</b>                      | <b>3.29%</b>                       | <b>-1.35%</b>                      | <b>46.97%</b>                      | <b>-0.88%</b>                      |
| <b>Expense Growth</b>                  | <b>-52.91%</b>                       | <b>10.08%</b>                      | <b>4.61%</b>                       | <b>-1.80%</b>                      | <b>48.74%</b>                      | <b>2.41%</b>                       |
| <b>Operating Margin</b>                | <b>-35.26%</b>                       | <b>1.71%</b>                       | <b>0.37%</b>                       | <b>1.62%</b>                       | <b>1.17%</b>                       | <b>2.35%</b>                       |

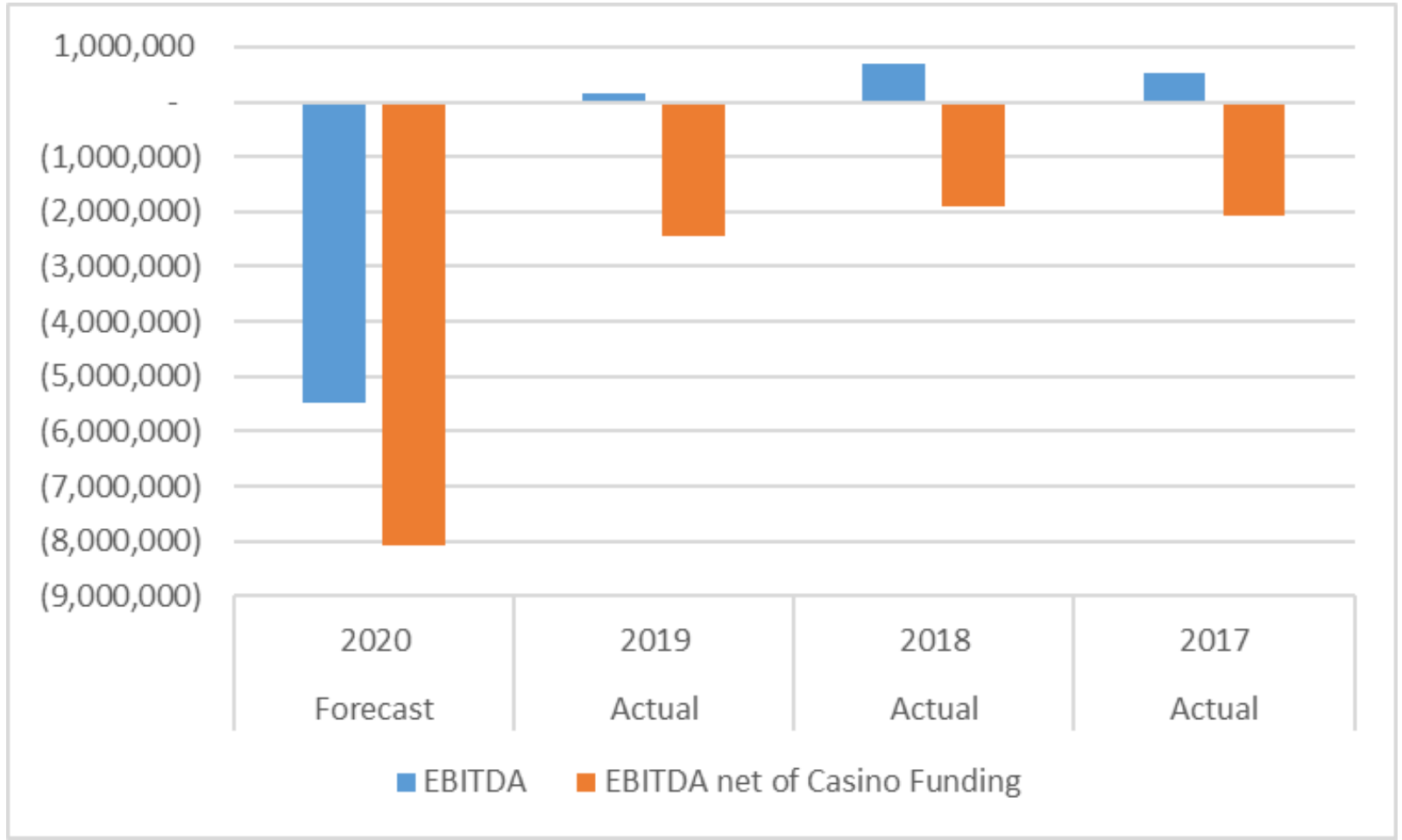
# EBITDA vs Net Income

- EBITDA – earnings before interest, taxes, depreciation and amortization -is a measurement used by REAL to report on overall operational financial performance
- EBITDA highlights REAL's ability to pay interest on debt and removes the impact of capital assets – as depreciation and amortization are not included
- In 2017, REAL invested in the International Trade Centre (ITC) resulting in an increase in the non-cash expense, depreciation
- Investment in the ITC and Mosaic Stadium has had a direct impact on interest as REAL had to finance these investments



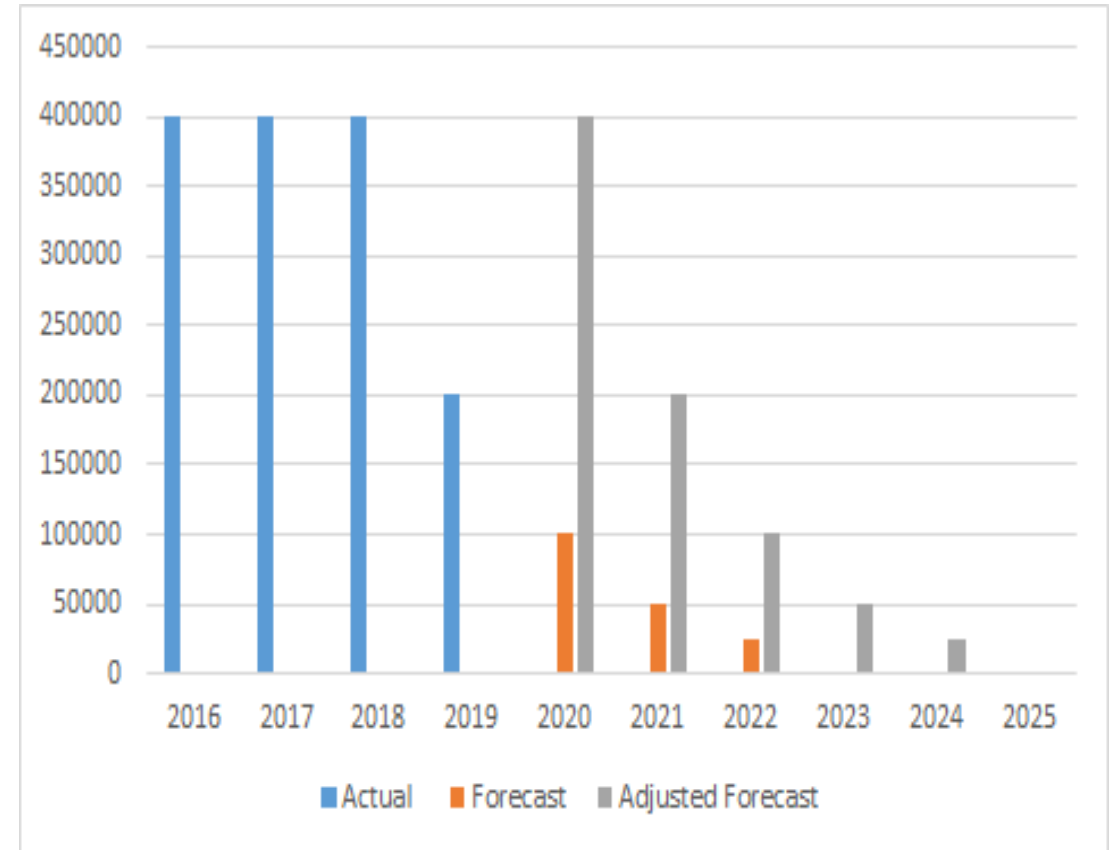
# Casino Funding Impact

- REAL receives \$2.6 million annually in a Casino Grant which commenced on April 1, 1997 for a period of 30 years and will expire on April 1, 2027
- Reporting of EBITDA net of the \$2.6 million highlights the impact this funding has on the sustainability of REAL



# City of Regina Operational Funding

- Pre-COVID measures were being taken to reduce the grant funding ask with the intent to bring to \$0 by 2023
- Due to COVID-19 and the financial impact it has had on REAL, the forecast has been adjusted to reflect asking for the full original value of \$400,000 in 2020 with the intent to reduce by 50% year over year for the next 4 years





# COVID-19 Impact

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# Covid-19 Impact

- REAL has lost \$6.39M in EBITDA due to the loss of sports, recreation, rentals, major events & signature events

| EBITDA  | Forecast           | Budget              | Variance           |
|---|--------------------|---------------------|--------------------|
|   | Full Year          | Full Year           | Full Year          |
| <b>Operations:</b>                            |                    |                     |                    |
| Day to Day                                    | (8,998,221)        | (12,933,415)        | 3,935,194          |
| Stadium Ops & Maintenance                     | 735,390            | 24,817              | 710,573            |
| <b>Total Operations</b>                       | <b>(8,262,831)</b> | <b>(12,908,598)</b> | <b>4,645,767</b>   |
| <b>Sports, Recreation &amp; Rentals</b>       |                    |                     |                    |
| COVID-19 / SHA Field Hospital                 | (422,817)          | -                   | (422,817)          |
| Sport and Rec Rentals                         | 2,858,953          | 3,891,890           | (1,032,938)        |
| External Vendors                              | 37,715             | 700,171             | (662,456)          |
| Trade Shows / Conferences & Meetings          | 543,249            | 2,122,300           | (1,579,051)        |
| <b>Total Sports, Recreation &amp; Rentals</b> | <b>3,017,099</b>   | <b>6,714,362</b>    | <b>(3,697,263)</b> |
| <b>Major Tenants:</b>                         |                    |                     |                    |
| CWA   | 6,768              | 748,574             | (741,806)          |
| Rider Games                                   | (2,302)            | 906,222             | (908,524)          |
| Regina Pat's Hockey                           | (272,182)          | 1,059,461           | (1,331,644)        |
| <b>Total Major Tenants</b>                    | <b>(267,716)</b>   | <b>2,714,257</b>    | <b>(2,981,973)</b> |
| <b>Events:</b>                                |                    |                     |                    |
| Community & New Events                        | (31,350)           | 234,540             | (265,890)          |
| Brandt Centre Events                          | 151,836            | 1,035,493           | (883,657)          |
| <b>Total Events</b>                           | <b>120,486</b>     | <b>1,270,034</b>    | <b>(1,149,547)</b> |
| <b>Signature Events:</b>                      |                    |                     |                    |
| QCX   | (42,060)           | 247,904             | (289,965)          |
| CFPS  | (45,756)           | 1,144,108           | (1,189,863)        |
| <b>Total Signature Events</b>                 | <b>(87,816)</b>    | <b>1,392,012</b>    | <b>(1,479,828)</b> |
| <b>Major Events:</b>                          |                    |                     |                    |
| Stadium Concerts                              | -                  | 701,035             | (701,035)          |
| Grey Cup                                      | (1,668)            | 974,142             | (975,810)          |
| <b>Total Major Events</b>                     | <b>(1,668)</b>     | <b>1,675,177</b>    | <b>(1,676,845)</b> |
| <b>Total</b>                                  | <b>(5,482,447)</b> | <b>857,242</b>      | <b>(6,339,689)</b> |

# Major Event Impacts

Our business is dependent on major event hosting – with no major events REAL barely breaks even.

For example.....





# Major Events 2017

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# Regina Rocks

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- Revenue = \$2.4M
- EBITDA = \$59K
- Operating Margin = 2.46%

A background image of an international soccer match. A player in a dark blue jersey with the number 27 is in mid-air, heading a soccer ball. A player in a white jersey is also in mid-air, reaching for the ball. A goalkeeper in a red jersey is on the ground in the foreground. The scene is set on a green soccer field with a blurred background of spectators and stadium lights.

## International Soccer Match

- Revenue = \$321K
- EBITDA = \$151K
- Operating Margin = 47.04%



# Guns N' Roses

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- Revenue = \$2.2M
- EBITDA = \$562K
- Operating Margin = 25.55%



# Major Events 2018

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# Memorial Cup

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- Revenue = \$1.1M
- EBITDA = \$130K
- Operating Margin = 11.81%







# Tim Horton's Brier

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- Revenue = \$2.1M
- EBITDA = \$831K
- Operating Margin = 39.57%





# Major Events 2019

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# Thank you, Garth!

two **SOLD OUT** shows  
over **79,000** tickets sold  
est. **\$18M** added to the provincial economy

**REAL** ESTABLISHED  
1884  
REGINA EXHIBITION ASSOCIATION LIMITED

 EVRAZplace



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## Garth Brooks

- Revenue = \$3.2M
- EBITDA = \$697K
- Operating Margin = 21.78%



Sold Out – 33,518 attendees

66 National and International Media

3,100 Editorial mentions

Advertising value of \$26.5M



# Tim Horton's Heritage Classic

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- Revenue = \$2.6M
- EBITDA = \$706K
- Operating Margin = 27.15%



# Major Events 2020

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## Stadium Concerts

- Budgeted Revenue = \$6.2M
- Budgeted EBITDA = \$701K
- Operating Margin = 11.31%



## Grey Cup

- Budgeted Revenue = \$2.4M
- Budgeted EBITDA = \$974K
- Operating Margin = 40.58%



MC

## 2020 Impact of NO Major Events

| Event             | EBITDA Loss        |
|-------------------|--------------------|
| Stadium Concerts  | \$701,035          |
| Grey Cup          | 974,142            |
| <b>Total Loss</b> | <b>\$1,675,177</b> |

- 2021 Outlook – 50% of business to return

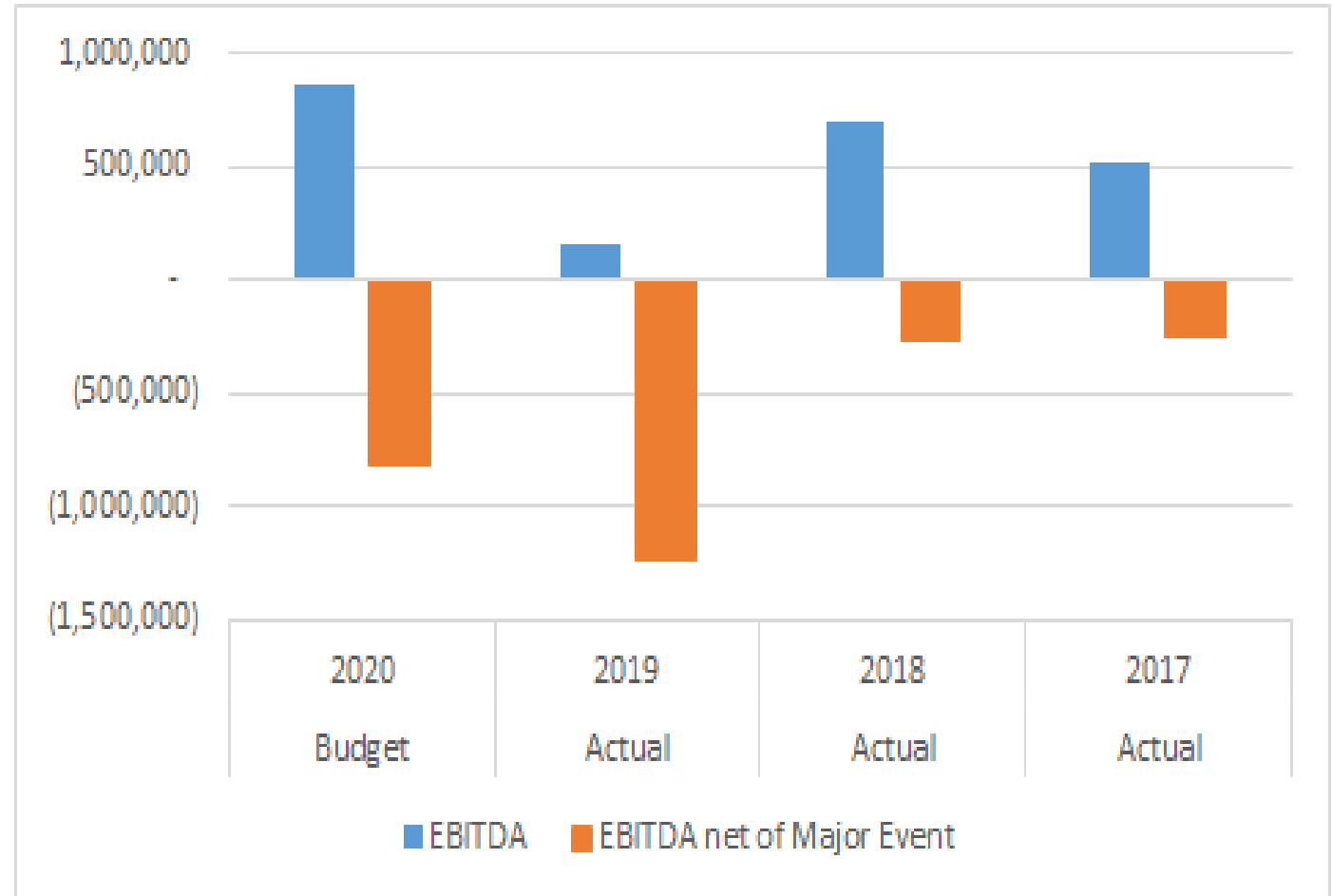


MC

# Major Events Impact Summary

- **2017** – Guns N’ Roses, International Soccer Match, Regina Rocks
- **2018** – Tim Horton’s Brier, Memorial Cup
- **2019** – Garth Brooks, NHL Heritage Classic
- **2020** – Grey Cup, Stadium Concerts

*Major Events are key to REAL’s financial sustainability*





# 2021 Budget

# Budget Assumptions

- Budget for the market and economy to gradually rebound from COVID-19 in summer 2021
- Does not include any COVID-19 related subsidies from City, Province or Federal Government
- Custodial & Security budgeted expenditures have increased in order to maintain proper cleaning and security protocols
- Budgeted capacity restrictions for sports and recreation until summer of 2021
- Budgeted for an increase in Regina Pat's games for the period January to April 2021 to account for the cancelled games in 2020
- REAL is anticipating a slow recovery, due to guest's uncertainty and spending habits, and has budgeted a reduction in attendance and event spending for all signature and Brandt Centre events

# Risks & Opportunities

## Risks

- ***Phased Progression*** – When will Public Health Order restrictions be lifted, allowing REAL to resume business?
- ***Disposable Income*** – Will the public have money to spend on entertainment?
- ***Safety*** – Will the public feel safe at events?
- ***Consumer Spending Behaviour*** – Did COVID impact guests spending habits?

## Opportunities

- ***Vaccines save the day*** – People are craving events and entertainment more than ever, once allowed and safe, events may be busier than ever
- ***Catered Events*** – Companies may take the opportunity to increase events and spend more to make up for the cancelled events of 2020

|  | <i>Budget</i><br><b>2021</b><br>\$ | <i>Forecast</i><br><b>2020</b><br>\$ | <i>Actual</i><br><b>2019</b><br>\$ | <i>Actual</i><br><b>2018</b><br>\$ | <i>Actual</i><br><b>2017</b><br>\$ | <i>Actual</i><br><b>2016</b><br>\$ |
|--|------------------------------------|--------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|
| <b>Revenues</b>                        |                                    |                                      |                                    |                                    |                                    |                                    |
| External funding                       | 3,028,640                          | 3,051,280                            | 2,884,449                          | 3,718,104                          | 3,007,256                          | 3,001,324                          |
| Event sales and recoveries             | 15,024,808                         | 5,169,509                            | 15,064,681                         | 13,046,701                         | 13,869,256                         | 9,747,049                          |
| Rental and lease revenue               | 8,696,051                          | 4,698,414                            | 10,053,547                         | 9,663,558                          | 9,727,789                          | 6,836,504                          |
| Sponsorship sales                      | 2,123,161                          | 319,193                              | 2,524,801                          | 2,314,417                          | 2,231,408                          | 1,684,469                          |
| Food and beverage                      | 9,037,349                          | 2,308,313                            | 14,291,962                         | 14,649,011                         | 15,151,244                         | 8,659,343                          |
|  | <b>37,910,009</b>                  | <b>15,546,709</b>                    | <b>44,819,440</b>                  | <b>43,391,791</b>                  | <b>43,986,954</b>                  | <b>29,928,689</b>                  |
| <b>Expenses</b>                        |                                    |                                      |                                    |                                    |                                    |                                    |
| Contracted labour                      | 1,440,510                          | 287,824                              | 2,302,651                          | 1,911,466                          | 2,456,674                          | 1,521,499                          |
| Cost of goods sold                     | 3,891,504                          | 908,339                              | 5,080,927                          | 5,330,585                          | 5,611,569                          | 3,308,226                          |
| Repairs & Maintenance                  | 1,599,570                          | 1,188,876                            | 2,047,753                          | 1,697,235                          | 2,924,120                          | 3,084,062                          |
| Administration, supplies, and services | 12,970,690                         | 4,164,641                            | 12,543,154                         | 10,615,067                         | 11,993,181                         | 6,126,967                          |
| Utilities                              | 3,549,860                          | 3,029,128                            | 3,552,678                          | 3,462,322                          | 3,248,958                          | 2,103,651                          |
| Wages and Employee Benefits            | 16,563,785                         | 11,450,348                           | 19,128,199                         | 19,671,939                         | 17,237,017                         | 13,082,295                         |
|  | <b>40,015,919</b>                  | <b>21,029,156</b>                    | <b>44,655,362</b>                  | <b>42,688,614</b>                  | <b>43,471,519</b>                  | <b>29,226,699</b>                  |
| <b>EBITDA</b>                          | <b>(2,105,910)</b>                 | <b>(5,482,447)</b>                   | <b>164,078</b>                     | <b>703,177</b>                     | <b>515,435</b>                     | <b>701,990</b>                     |
| <b>Capital Expenditures</b>            | <b>-</b>                           | <b>581,000</b>                       | <b>575,092</b>                     | <b>5,459,510</b>                   | <b>20,680,121</b>                  | <b>21,396,328</b>                  |
| <b>Revenue Growth</b>                  | <b>143.85%</b>                     | <b>-65.31%</b>                       | <b>3.29%</b>                       | <b>-1.35%</b>                      | <b>46.97%</b>                      | <b>-0.88%</b>                      |
| <b>Expense Growth</b>                  | <b>90.29%</b>                      | <b>-52.91%</b>                       | <b>4.61%</b>                       | <b>-1.80%</b>                      | <b>48.74%</b>                      | <b>2.41%</b>                       |
| <b>Operating Margin</b>                | <b>-5.56%</b>                      | <b>-35.26%</b>                       | <b>0.37%</b>                       | <b>1.62%</b>                       | <b>1.17%</b>                       | <b>2.35%</b>                       |

# 2021 Budget

- 2021 budget reflects a slow recovery from COVID
- **Budgeted EBITDA is a loss of \$2.1M** simply due to:
  - Reduced rentals
  - Reduced attendance to major tenant events and games
  - Reduced attendance and spending at REAL signature events
  - No major event in the foreseeable future

| EBITDA  | 2020 Budget     | 2019 Actual     | Variance       |
|---|-----------------|-----------------|----------------|
|   | \$ (000)        | \$ (000)        | \$ (000)       |
| <b>Operations:</b>                            |                 |                 |                |
| Day to Day                                    | (10,647)        | (12,653)        | 2,006          |
| Stadium Ops & Maintenance                     | (2)             | -               | (2)            |
| <b>Total Operations</b>                       | <b>(10,649)</b> | <b>(12,653)</b> | <b>2,004</b>   |
| <b>Sports, Recreation &amp; Rentals</b>       |                 |                 |                |
| COVID-19 / SHA Field Hospital                 | 305             | (209)           | 514            |
| Sport and Rec Rentals                         | 3,902           | 4,228           | (326)          |
| External Vendors                              | (10)            | 614             | (625)          |
| Trade Shows / Conferences & Meetings          | 1,117           | 1,719           | (602)          |
| <b>Total Sports, Recreation &amp; Rentals</b> | <b>5,315</b>    | <b>6,353</b>    | <b>(1,038)</b> |
| <b>Major Tenants</b>                          |                 |                 |                |
| CWA   | 749             | 902             | (153)          |
| Rider Games                                   | 602             | 1,070           | (468)          |
| Regina Pat's Hockey                           | 101             | 697             | (596)          |
| <b>Total Major Tenants</b>                    | <b>1,453</b>    | <b>2,670</b>    | <b>(1,217)</b> |
| <b>Events:</b>                                |                 |                 |                |
| Community & New Events                        | 195             | 87              | 108            |
| Brandt Centre Events                          | 417             | 777             | (360)          |
| <b>Total Events</b>                           | <b>612</b>      | <b>864</b>      | <b>(252)</b>   |
| <b>REAL Signature Events:</b>                 |                 |                 |                |
| QCX   | 156             | 223             | (67)           |
| CFS   | 710             | 1,305           | (595)          |
| <b>Total Signature Events</b>                 | <b>866</b>      | <b>1,528</b>    | <b>(662)</b>   |
| <b>Major Events:</b>                          |                 |                 |                |
| Stadium Concerts                              | 297             | 697             | (400)          |
| NHL Heritage Classic                          | -               | 705             | (705)          |
| <b>Total Major Events</b>                     | <b>297</b>      | <b>1,402</b>    | <b>(1,105)</b> |
| <b>Total</b>                                  | <b>(2,106)</b>  | <b>164</b>      | <b>(2,270)</b> |





# In Summary...

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## In Summary....

- **COVID-19 has had a major impact on REAL and will continue to impact REAL performance** until restrictions are fully lifted and the public feels safe and wants to attend events again
- Major Concerts and Major Events continue to deliver meaningful financial, reputational and community benefit for REAL. Prior years and 2020 has highlighted that **without these major events, it will be extremely difficult for REAL to remain sustainable.**
- **Prior to COVID, REAL was on target to ask the City of Regina for \$50,000 in an operational grant funding** as part of the commitment made in 2019 to reduce the ask year over year by 50%.

*Unfortunately, due to COVID, REAL is seeking \$400,000 of operational grant funding from the City of Regina for 2021. REAL commits to proactively reduce this ask year over year by 50%.*



Questions?

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December 23, 2020

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

## RE: ECONOMIC DEVELOPMENT REGINA INC. (EDR) 2021 COMMUNITY INVESTMENT FUNDING

Dear Members of Council:

Please find attached the **2021 Business Plan** for Economic Development Regina Inc. (EDR), which was approved by our board of directors on October 1, 2020. Also attached is a two-page summary outlining our priorities for the year.

For the 2021 fiscal year, EDR is requesting an investment of **\$1,885,205** from the City, which includes an economic adjustment of 2% over 2020. This funding will maintain core services and day-to-day business. Significant additional partner contributions are necessary for effective delivery on key priorities and projects, as outlined in EDR's annual business plan.

In addition, on a one-time basis, EDR is requesting **\$200,000** from the City to support the long-term growth and recovery of our events, conventions and tourism sector. This funding would be used to supplement traditional sources of revenue for this priority, which have been detrimentally impacted by COVID19. Tourism, events, and conventions play a vital role in Regina's overall economic vitality and contribute to quality of life for residents. Regina has earned a strong reputation across Canada as a destination for events and conventions. Together with its partners, EDR is working to attract and maximize high-impact events for future years. Even though this sector was significantly impacted in 2020, an opportunity exists to meet or exceed previous contributions to the economy in future years. Specifically, these funds (along with contributions from our partners) will be invested into the following priorities:

- Identify, acquire, grow and secure high-impact future ECTs
- Execute the ECT Alliance recovery and growth strategy
- Activate high-impact ECTs to increase brand awareness, visitor experience and investment opportunities
- Create and launch a visitor and destination experience action plan, keeping in mind the GRA's strategic focus on agriculture and food

The City's ongoing commitment to EDR leverages significant additional funding through our Investment Partner Program and other third party funding – an amount that doubled between 2015 and 2019. Unfortunately, with the impact of Covid on Regina's hospitality sector, third party revenue decreased significantly in 2020 and will remain lower than usual in 2021. EDR remains committed to restoring investment partner and third party revenue to pre-Covid levels.

EDR's Board of Directors has identified four strategic priorities for 2021 that will have the greatest positive impact on Regina's economic recovery:

- Regina will be a world leader in plant-based food, fuel and fibre
- Regina will be a year-long festival and event city that is known as the best host for events, conventions and tradeshow in Canada
- Regina will be a top place in Canada to start and grow a business
- Regina will have a strong, competitive identity

The Board's 2021 budget allocates the human and financial resources needed to achieve this aggressive vision.

Economic development can only come about with a concerted effort from stakeholders and policymakers to promote and create prosperity across the community. No single organization, company or level of government is responsible for economic development, and EDR believes in the power of partnership to make Regina an even better place to live, work, invest, visit and play. Success in 2021 will rely on strengthening the meaningful partnerships we have already built – and building new ones on the way.

2021 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,



Frank Hart  
Chair of the Board



John D. Lee  
President and CEO

**Enclosures (2): 2021 Business Plan  
2021 Business Plan Summary**

# 2021 STRATEGIC PRIORITIES

EDR's strategic priorities for 2021 are aligned with the 19 actions identified in the 2020–2030 Economic Growth Plan.

## 2021 STRATEGIC PRIORITY



### AGRICULTURE & FOOD

Regina will be a world leader in plant-based food, fuel and fibre.



### EVENTS, CONVENTIONS & TRADESHOWS

Regina will be a year-long festival and event city that is known as the best host for events, conventions and tradeshows in Canada.



### ENTREPRENEURSHIP

Regina will be a top place in Canada to start and grow a business.



### DESTINATION MARKETING

Regina will have a strong, competitive identity.

## 2021 IMPERATIVES

Regina is poised to transform an already strong agricultural economy by placing greater focus on value-added processing that utilizes every part of the crop.

- Execute ag and food cluster strategy
- Advance the GRA as an Ag and Food Tech Innovation Hub

Regina is known across the country for its passion, welcoming spirit, committed volunteers and a work ethic that allows us to thrive in markets above our weight class.

- Identify, acquire, grow and secure high-impact future ECTs
- Execute recovery and growth strategy
- Activate high-impact ECTs

Regina is home to a creative, innovative, bold and highly connected entrepreneurial community.

- Grow Audacity YQR
- Implement a Competitiveness Framework for the GRA

Regina has an opportunity to create a singular, powerful place brand that tells its story of an amazing city to live, work, play, study and do business.

- Execute a destination recovery campaign
- Execute a destination promotion and marketing plan
- Launch a visitor and destination experience action plan

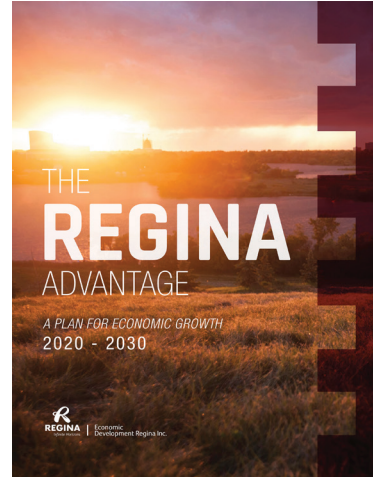
## EDR VISION

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.

# REGINA'S 2020-2030 ECONOMIC GROWTH PLAN

Regina's 2030 Economic Growth Plan identifies key opportunities to increase the city's prosperity and economic potential for the next 10 years. Our aim is to promote the Greater Regina Area (GRA) as a leading destination for visitors, talent, businesses and investment.

**The Plan contains 19 specific, achievable actions** that will drive economic growth and prosperity for years to come.



## A BOLD VISION FOR 2030

The Plan's steering committee identified five compelling visions for Regina's future economy, outlining their strengths and key areas of opportunity to increase prosperity and economic potential.

### Competitive

The business environment is thriving. Entrepreneurs excel here, and our city is full of driven and passionate people, changing the world from right here in our backyard.

### Vibrant

We are a year-long festival and event city that is known as the best host for events, conventions and tradeshows in Canada. The community is full of energy with rich and lively recreational activities, music, food and shopping experiences.

### Inclusive and Welcoming

The community has built upon the strong foundation of collaboration across organizations to create a safe and accessible city. Indigenous and newcomer employment at all levels are representative of our population.

### Sustainable

In 2030, Regina is recognized internationally as a smart city for its generous green space, environmentally sound building standards, sustainable operational practices, energy efficient public transportation system and best-practice waste management.

### Collaborative

Private and public sectors work closely together to create opportunities, policies and programs that advance the economic prosperity for the Greater Regina Area. New business clusters have emerged. Organizations of all types work together to enact innovative changes that improve economic prosperity and community.



Economic  
Development Regina Inc.

## 2021 BUSINESS PLAN

SEE FURTHER

GROW HIGHER







# 2021 BUSINESS PLAN SUMMARY

In 2020, the world changed in the blink of an eye. COVID-19 brought about a new normal where everyone learned the term “social distancing,” and home offices became more common than ever.

Heading into the pandemic, and despite a few nagging issues, Regina’s economy had built some positive momentum. Entrepreneurship was growing, technology companies were growing, and Regina continued to boast one of the youngest populations in the country. Regina’s 2019 unemployment rate, at 5.1%, had decreased from 5.9% in 2018. While not at the low levels we saw in 2013 and 2014, we were moving in the right direction.

And while Covid wreaked havoc with economic numbers, it’s important to remember that those numbers tell us where we’ve been, not where we are going. Saskatchewan, and Regina, are emerging from the downturn – and all the things that made us great before the pandemic will continue to make us great after. And through it all, we’ve never forgotten who we are.

Since the pandemic took hold, EDR has provided resources to help local businesses and tourism operators survive and recover from the effects of the downturn. We haven’t been doing that work alone. In fact, many great organizations have rolled up their sleeves to deliver key information and resources for Regina businesses. That work has been of particular importance to EDR, as it allows us to pivot from “survival” to “recovery and growth” mode.

In the months prior to Covid, EDR developed an Economic Growth Plan for the Greater Regina Area. There’s never a good time for a downturn like the one we’ve experienced, but the Growth Plan will serve Regina well as we work through this setback. The plan, which includes 19 specific, achievable actions, serves as a template for recovery and growth now and in the years to come.

In 2021, EDR will maintain its focus on recovery while working to achieve the vision set out in our Growth Plan. EDR’s Board of Directors has identified four strategic priorities that will have the greatest positive impact on Regina’s economic recovery.

THOSE PRIORITIES INCLUDE:

- **Agriculture and Food;**
- **Events, Conventions and Tradeshow;**
- **Entrepreneurship; and**
- **Destination Marketing.**

2021 is a year not just to recover, but to continue in the bold direction we started in 2020 – and we have a strong, achievable plan in place. We have a vision to become better than ever. Regina is known for building great things. Our abundant natural and human resources, proximity to strategic customers and transportation routes position Regina favourably within the context of a rapidly changing global economy.

The GRA is 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.

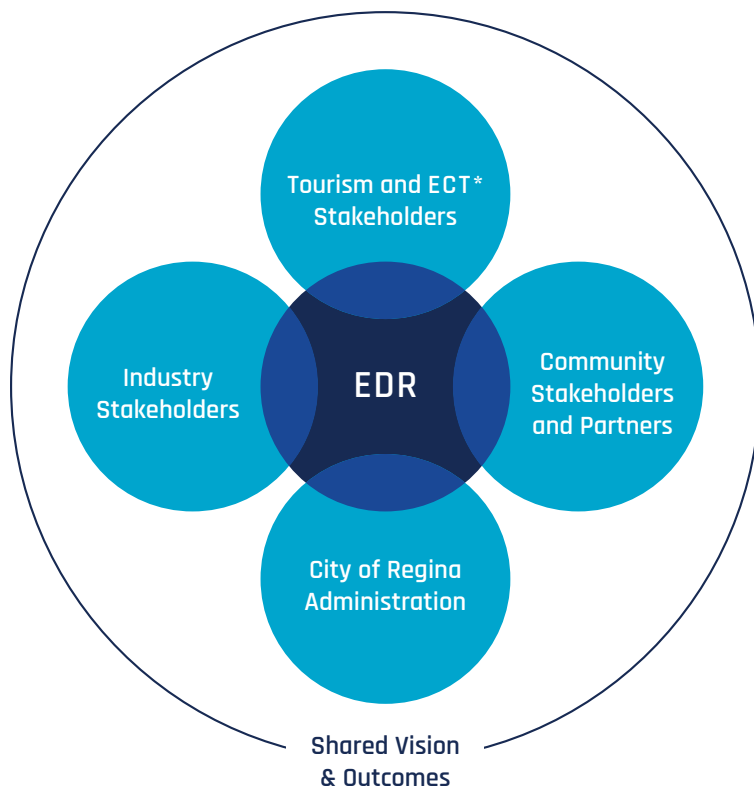
# EDR VISION

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.

## MISSION

Identify, develop and promote opportunities that advance economic prosperity for those who live, work, learn, visit and invest in the Greater Regina Area.

## BUSINESS MODEL



\*Events, Conventions and Tradeshows

## VALUE PROPOSITION

- EDR is a leader and catalyst for economic development in the Greater Regina Area and across southern Saskatchewan.
- We facilitate rapid advancement of strategic industry sectors.
- We connect people and resources, creating an environment where ideas are exchanged, resources are pooled and investments are leveraged.
- We provide strategic intelligence and assistance to ensure key projects are successfully implemented.
- We provide insights and ideas that help businesses identify promising and emerging opportunities and needs.

# EDR BOARD OF DIRECTORS

**FRANK HART, CHAIR**

Chair  
GiGn' Inc.

**TINA SVEDAHL, VICE-CHAIR**

Vice-President, Investments  
Harvard Developments Inc.

**MURAD AL-KATIB**

President and CEO  
AGT Food & Ingredients Inc.

**ERIC DILLON**

Chief Executive Officer  
Conexus Credit Union

**JASON DRUMMOND**

Managing Partner  
York Plains Investment Corp.

**SANDRA MASTERS**

Mayor  
City of Regina

**ELEAH GALLAGHER**

President  
J.C. Kenyon Engineering Inc.

**DR. GINA GRANDY**

Dean, Hill-Levene Schools of Business  
University of Regina

**DARREN HOWDEN**

Senior VP, Prairie Operations  
Farm Credit Canada

**KYLE JEWORSKI**

President and CEO  
Viterra Inc.

**MARK LANG**

Managing Partner, Regina  
KPMG LLP

**RACHEL MIELKE**

Founder and CEO  
Hillberg & Berk

**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.

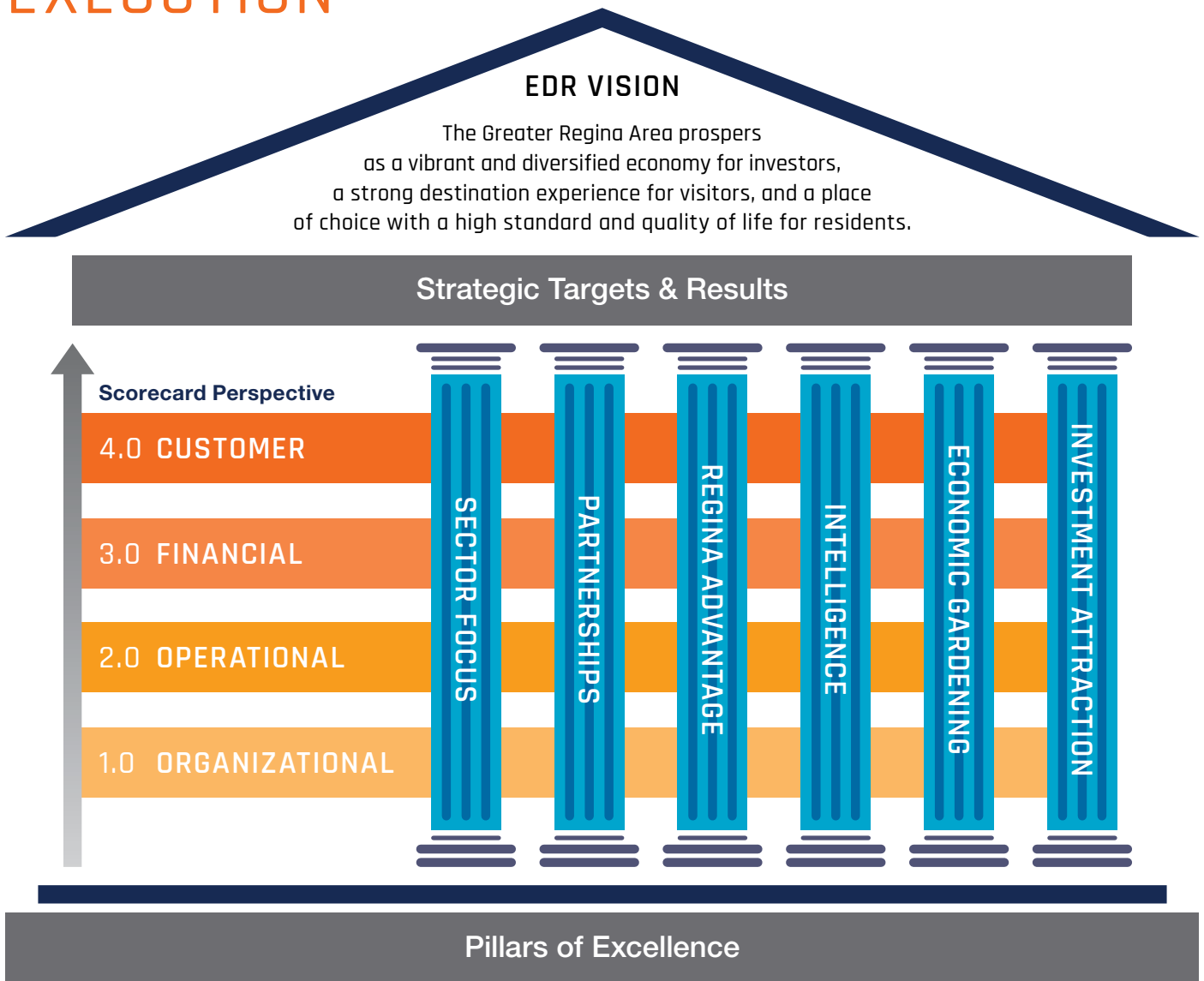
# STRATEGIC INTENT

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 standard and quality of life for residents.

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

# STRATEGIC EXECUTION



Strategic pillars are essential strategic elements that form the foundation for a balanced scorecard. EDR sometimes uses 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 2021 Business Plan.

The pillars 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). EDR’s Board of Directors uses this scorecard structure to assess the performance of the organization.

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

# REGINA'S 2020-2030 ECONOMIC GROWTH PLAN

Regina's 2030 Economic Growth Plan identifies key opportunities to increase the city's prosperity and economic potential for the next 10 years. Our aim is to promote the Greater Regina Area (GRA) as a leading destination for visitors, talent, businesses and investment.

Our ambitious plan provides a roadmap for the GRA to thrive and to improve the lives of Regina residents today and in the future. It contains 19 specific, achievable actions that will drive economic growth and prosperity for years to come.

Over the next decade, the population in Saskatchewan will grow to over 1.4 million. Together with the Province, we will support a decade of growth by creating new jobs and economic opportunities to help families and communities thrive. Our plan aligns with Saskatchewan's Growth Plan, and we continue to actively seek opportunities to collaborate with the Government of Saskatchewan.

## A TEMPLATE FOR ECONOMIC RECOVERY

As Regina works to recover from the effects of Covid-19, the Economic Growth Plan provides concrete steps in the right direction. In 2021, EDR will prioritize actions that deliver the greatest possible economic impact for Regina.

## A COMMUNITY EFFORT

Led by a steering committee of key community stakeholders, the Plan is a result of extensive engagement and thorough research. Over 200 residents participated in roundtables and focus groups providing important insights that helped shape the strategic direction of the Plan. An online survey completed by over 1,400 Regina residents captured the thoughts of our community.



## A STRONG FOUNDATION

Our city has a strong foundation of talent and infrastructure in key economic sectors that will continue to be strong drivers for Regina's economy. Those sectors include agriculture and food; events, conventions and tradeshows; finance and insurance; manufacturing; mining; oil and gas; and tourism.

## A BOLD VISION FOR 2030

The Plan's steering committee identified five compelling visions for Regina's future economy, outlining their strengths and key areas of opportunity to increase prosperity and economic potential.

### Competitive

The business environment is thriving. Entrepreneurs excel here, and our city is full of driven and passionate people, changing the world from right here in our backyard. Regina has a variety of supports for entrepreneurs; from coworking spaces, to incubators, and programs to ensure success. Technology and innovation drive Regina's key sectors. The city has blossomed on the world stage as a place to pilot new agriculture and food technologies.

### KEY AREAS OF OPPORTUNITY FOR REGINA

- Food: The Greater Regina Area will play a key role in sustaining the growing global population that will rise to 8.5 billion people in 2030.
- Entrepreneurship: Regina is full of driven and passionate people who are creating global transformation.

## Vibrant

We are a year-long festival and event city that is known as the best host for events, conventions and tradeshow in Canada. The community is full of energy with rich and lively recreational activities, music, food and shopping experiences. Regina is a place where entrepreneurs, artists and the public sector have become a trifecta of collaboration and impact. There is a vitality in the city that promotes healthy lifestyles, creativity and community well-being.

### KEY AREAS OF OPPORTUNITY FOR REGINA

- Visitor Economy: If the province were to grow its visitation and expenditures by 3% per annum through to 2030, it would mean an almost 50% increase in real expenditures and jobs.

## Inclusive and Welcoming

The community has built upon the strong foundation of collaboration across organizations to create a safe and accessible city. Indigenous and newcomer employment at all levels are representative of our population. Our diverse community feels at home and proud of our cultural amenities and social gathering places. There is better pathfinding for newcomers to Regina and new cultural spaces.

### KEY AREAS OF OPPORTUNITY FOR REGINA

- Indigenous Engagement: Regina is dedicated to increasing employment participation, education and investment opportunities for Indigenous peoples.

## Sustainable

In 2030, Regina will be a shining example of how both renewable and non-renewable resources create prosperity. Regina is recognized internationally as a smart city for its generous green space, environmentally sound building standards, sustainable operational practices, energy efficient public transportation system and best-practice waste management. As proud stewards of air, land, water and biodiversity, we will create sustainable prosperity.

### KEY AREAS OF OPPORTUNITY FOR REGINA

- Energy and Resources: The Greater Regina Area is home to energy, oil and natural gas companies that are leaders in advancing technologies and will be instrumental to making the province a global energy leader.
- Renewable Energy and Green Economy: Regina will take steps to adopt new technologies, practices and policies to drive towards using and producing more responsible energy sources.

## Collaborative

Community leaders have created a climate of collaboration and risk-taking, where the private and public sectors work closely together to create opportunities, policies and programs that advance the economic prosperity for the Greater Regina Area. New business clusters have emerged. Private businesses, non-profits and community organizations work together to enact innovative changes that improve economic prosperity and community.

### KEY AREAS OF OPPORTUNITY FOR REGINA

- Talent and Training: Regina is creating partnerships between industry and education to develop the best home-grown talent that chooses to stay here.

## A MULTI-FACETED PLAN

Regina's 2030 Growth Plan will require city-wide and region-wide collaboration to deliver. We need strong and effective partnerships with many organizations, including other levels of government, non-profit organizations, businesses and – most of all – individual citizens. It's an achievable plan that will create an amazing place to live, work, learn, play and do business.

To view the complete 2030 Economic Growth Plan, visit [economicdevelopmentregina.com/economic-data/economic-growth-plan](http://economicdevelopmentregina.com/economic-data/economic-growth-plan).



# 2021 STRATEGIC PRIORITIES



## AGRICULTURE & FOOD

Regina is poised to transform an already strong agricultural economy by placing greater focus on value-added processing that utilizes every part of the crop. This **multi-sectoral strategy** will create opportunities around our existing assets – an entrepreneurial mindset, the world’s best producers, ingenuity and boldness, world-renowned agricultural suppliers and manufacturers, a robust, knowledgeable finance and insurance sector and world-class transportation and logistics infrastructure. We are positioned to be a leader in developing new technologies and techniques that transform our world-class agricultural products.

**Regina will be a world leader in plant-based food, fuel and fibre.**

### 2021 STRATEGIC IMPERATIVES:

- Execute the agriculture and food cluster strategy (including marketing, investment attraction, funding and other actions)
- Advance a strategy to establish an Ag and Food Tech Innovation Hub

EDR’s strategic priorities for 2021 are aligned with actions identified in the 2020–2030 Economic Growth Plan.

While it provides a blueprint for growth over the next ten years, the Plan also forms the foundation for economic recovery in the near term. As a result, EDR’s Board of Directors has identified four strategic priorities for 2021 that will have the greatest positive impact on Regina’s economic recovery. EDR will focus its efforts on these areas, while adopting an agile approach to our work, which will allow it to remain on course through these rapidly changing times. Pursuing those priorities will in turn contribute directly to actions identified in the Growth Plan.

As the agency responsible for Tourism Regina, EDR believes that each of these priorities will play an important role in driving Regina’s visitor economy. As each of these priority areas flourish, they will create greater opportunities for business and leisure travel to Regina.



#### AGRICULTURE & FOOD

Regina will be a world leader in plant-based food, fuel and fibre.



#### EVENTS, CONVENTIONS & TRADESHOWS

Regina will be a year-long festival and event city that is known as the best host for events, conventions and tradeshow in Canada.



#### ENTREPRENEURSHIP

Regina will be a top place in Canada to start and grow a business.



#### DESTINATION MARKETING

Regina will have a strong, competitive identity.

## EDR 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.**



## EVENTS, CONVENTIONS & TRADESHOWS

In a normal year, Regina's event, convention and tradeshow (ECT) sector contributes hundreds of millions of dollars to the local economy, employs more than 8,000 people and makes Regina a better place to live for its citizens. Our city is known across the country for its passion, welcoming spirit, committed volunteers and a work ethic that allows us to thrive in markets above our weight class. EDR and its partners are working to attract and maximize high-impact events, conventions and tradeshows.

**Regina will be a year-long festival and event city that is known as the best host for events, conventions and tradeshows in Canada.**

### 2021 STRATEGIC IMPERATIVES (completed in collaboration with the ECT alliance\*):

- Identify, acquire, grow and secure high-impact future ECTs
- Execute the ECT Alliance recovery and growth strategy
- Activate high-impact ECTs to increase brand awareness, visitor experience and investment opportunities

\* Regina's Event, Tradeshow and Convention Alliance is a consortium of local organizations committed to advancing Regina as a destination of choice for events. The Alliance is comprised of The City of Regina, Economic Development Regina, Tourism Saskatchewan, Regina Hotel Association and Regina Exhibition Association Ltd.



## ENTREPRENEURSHIP

Regina is home to a creative, innovative, bold and highly connected entrepreneurial community. Our entrepreneurial mindset helps us to nurture the collective abilities and diverse values of our business community, through an exchange of ideas, resources, connections and acceptance. There is a unique opportunity to build off pre-pandemic momentum created by successes like Cultivator powered by Conexus, PATH COWORK and Audacity YQR.

**Regina will be a top place in Canada to start and grow a business.**

### 2021 STRATEGIC IMPERATIVES:

- Grow the Audacity YQR movement through increased partnership, awareness and participation
- Implement a Competitiveness Framework (including incentives, customer experience, infrastructure and other factors) for the GRA, in collaboration with the City of Regina



## DESTINATION MARKETING

According to Oxford Economics, destination marketing “fuels development across the entire economic spectrum.” It is critical to building awareness, familiarity and relationships that attract visitors and investment. It also enhances a region's ability to attract strategic events, drives the development of transportation infrastructure, attracts visitors to tourist venues and raises quality of life for citizens. Regina has an opportunity to create a singular, powerful place brand that tells its story of an amazing city to live, work, play, study and do business.

**Regina will have a strong, competitive identity.**

### 2021 STRATEGIC IMPERATIVES:

- Execute a destination recovery campaign promoting Regina as a great place to live, work, play and invest
- Develop and execute a coordinated destination promotion and marketing action plan
- Create and launch a visitor and destination experience action plan, keeping in mind the GRA's strategic focus on agriculture and food



## ORGANIZATIONAL

- Establish a City of Regina and EDR mobilization committee to advance the Economic Growth Plan
- Secure additional incremental funding as well as partners and resources to achieve strategic imperatives
- Transform to an agile enterprise

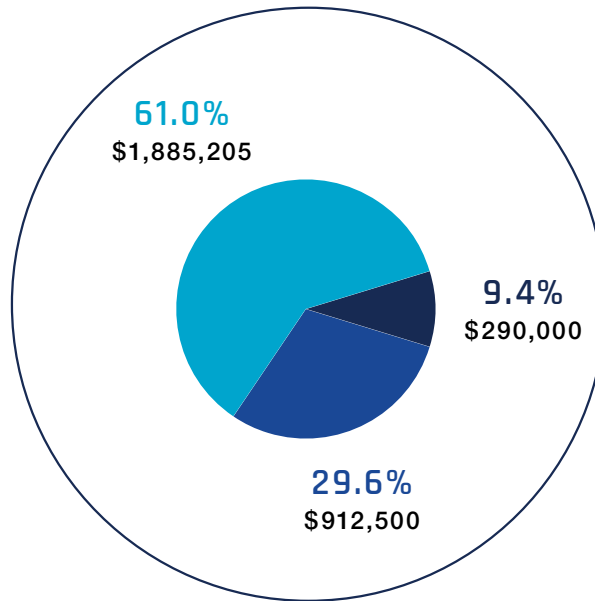
# 2021 BUDGET

The 2021 Budget supports EDR's successful execution of the organization's balanced scorecard.

| REVENUE                                | 2020 BUDGET      | 2020 FORECAST    | 2021 BUDGET      |
|--|------------------|------------------|------------------|
| City of Regina Core Funding            | 1,848,240        | 1,848,240        | 1,885,205        |
| City of Regina 2021 Additional Request | –                | –                | 200,000          |
| Regina Hotel Association               | 579,000          | 62,500           | 62,500           |
| Other Revenue                          | 1,167,000        | 738,560          | 940,000          |
| <b>Total Revenue</b>                   | <b>3,594,240</b> | <b>2,649,300</b> | <b>3,087,705</b> |
| <b>EXPENSES</b>                        |                  |                  |                  |
| Administration                         | 647,240          | 611,500          | 576,705          |
| Enterprise                             | 1,167,000        | 1,072,000        | 1,315,000        |
| Tourism and Visitors                   | 615,000          | 540,000          | 641,000          |
| Events, Conventions & Tradeshow        | 518,000          | 162,500          | 206,000          |
| Corporate                              | 647,000          | 335,500          | 349,000          |
| <b>Total Expenses</b>                  | <b>3,594,240</b> | <b>2,721,500</b> | <b>3,087,705</b> |
| <b>Net Income (Loss)</b>               | <b>–</b>         | <b>(72,200)</b>  | <b>–</b>         |

## REVENUE ALLOCATION

- 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 realities of the current economic climate have caused a setback, but EDR is determined to recover. For every dollar the City contributes, Partners and Third Party funders are budgeted to contribute 48 cents in 2021.

|                                | 2016        | 2017        | 2018        | 2019        | 2020 FORECAST | 2021 BUDGET |
|--------------------------------|-------------|-------------|-------------|-------------|---------------|-------------|
| City of Regina Core Funding    | 1,719,500   | 1,719,500   | 1,719,500   | 1,812,000   | 1,848,240     | 1,885,205   |
| Partners & Third Party Funding | 950,446     | 1,031,622   | 1,300,000   | 1,702,048   | 706,060       | 912,500     |
| Gearing Ratio                  | <b>0.55</b> | <b>0.60</b> | <b>0.76</b> | <b>0.94</b> | <b>0.38</b>   | <b>0.48</b> |

# A COMMUNITY EFFORT

This is an exciting time for EDR, and for Regina – and we know we can't achieve our ambitious vision on our own.

In 2017, the Board of Directors of Economic Development Regina Inc. created the first opportunity for private sector companies and groups to invest directly into supporting our economic growth strategy.

We were very pleased by the response of the business community to this initiative. Since then, some 22 private sector organizations have become EDR Investment Partners, providing over \$1 million in new revenue, and becoming key stakeholders in our work. Our partners represent a broad cross-section of Regina's business community who are fully invested in our long-term growth. They are leaders who care about our community and committed to the future of the Greater Regina Area.

While our primary focus is the Greater Regina Area, our sense of community compels us to cooperate well beyond our boundaries. When we succeed, all of Saskatchewan succeeds. And when Saskatchewan succeeds, we celebrate.

To all of our investment partners, thank you.

## 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





## CONTACT US

Economic Development Regina Inc.

**P:** 306-789-5099

**TF:** 1-800-661-5099

[info@economicdevelopmentregina.com](mailto:info@economicdevelopmentregina.com)

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[tourismregina.com](http://tourismregina.com)



Economic  
Development Regina Inc.



# Appendix C

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

October 9, 2020

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 for 2021. Our budgeted revenue includes \$1,522,105 as projected revenue for grants-in-lieu and forecast supplementary taxes of \$40,000.

Revenue from tax sources can be summarized as follows:

- 2021 Library mill rate 0.77145
- 2021 City of Regina net levy request \$22,691,254
- 2021 Grants-in-Lieu \$1,522,105
- Mill rate increase over 2020 2.90%

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 cursive script that reads 'Sean Quinlan'.

Sean Quinlan, Chair  
Regina Public Library Board of Directors

Encl.





# 2021 MILL RATE REQUEST

|                                      |              |
|--------------------------------------|--------------|
| 2021 LIBRARY MILL RATE               | 0.77145      |
| 2021 CITY OF REGINA NET LEVY REQUEST | \$22,691,254 |
| 2021 GRANTS-IN-LIEU                  | \$1,522,105  |
| MILL RATE INCREASE OVER 2020         | 2.90%        |



# 2020 IN REVIEW

The following document provides information on RPL's year to date in 2020.

Like organizations around the world, 2020 has been a unique year for Regina Public Library. Our action plan for the year quickly evolved into a conscientious response to meet community need during the COVID-19 pandemic. Although our actions for 2020 changed, our attentiveness to the library's vision, mission, and values did not, and our work this year brought us closer to recognizing our strategic goals despite the situation.

We invite you to review the following document to learn more about our year to date, our unique successes in meeting our strategic goals, and our response to this unprecedented situation.

## RPL's COVID-19 RESPONSE

RPL has been on the leading edge of the public library response to the pandemic across North America. Our decisions, processes and guidelines have been shared and adapted by libraries in Canada and the US who appreciate our leadership and strong response to community need during this crisis. In turn, we have benefited from the leadership of other libraries and have sought information and support from our peers in other urban centres.

Back home, we led discussions with our counterparts in the Saskatchewan Information Library Services Consortium (SILS) about how best to provide consortium-based library services, and the overall response of libraries to customers in the province. RPL was the first library in the province to establish safety protocols, to prioritize and enhance our digital services, to establish a customer hotline, to serve customers through curbside pickup and materials return, and to eventually re-open to the public.

Our focus has been, and continues to be, meeting the needs of Regina citizens as quickly and effectively as we can, and to make iterative improvements based on customer feedback: from families that are schooling children at home, to socially-isolated seniors, to people working from home, to those who simply need entertainment and a break from the world. We were, are, and will be here for our community.

*"You make our life bearable in so many ways during these difficult times. Thank you."*

**- Nicolle, RPL Customer**

## INITIAL RESPONSE

Soon after COVID struck, RPL assembled a team to develop and set in motion a Business Continuity Plan to ensure the library could continue to support and offer service to the community.

On March 16, we informed the public we would be closing our branches. We encouraged customers to stock up on materials and had a surge of people stockpiling books and other materials, demonstrating the community's appreciation for our collections.

In early April, we used our powerful computer equipment to help with the fight against COVID-19 by sharing five computers, two public workstations, and one computer server with the *folding@home* project, which provides technical resources to scientists to crunch data in the fight against the virus. RPL was one of the top contributors of processing power, on par with universities and research institutions.

We expanded the reach of our WiFi – while we have always had WiFi access along the exterior of library branches, we expanded that area to further support those without Internet access at home. While it is difficult to measure success, it is not uncommon to see many people gathered around library branches using the WiFi on their personal devices.

Providing support for *folding@home*, and the work undertaken to expand our WiFi, address a goal listed in the *RPL Service Plan, 2019-2021: Customers benefit from access to technology and digital services, designed to address social and economic inequality*. Further results arising from the Service Plan are listed below.

## DIGITAL COLLECTIONS

One of the most significant offerings we undertook at the outset of COVID was enhancing the availability of eBooks, eAudiobooks, streaming movies and music, and more. We knew this was content Reginans would be looking for during isolation, and our usage rates increased significantly.

At the outset of the COVID closures, we:

- increased the number of downloads on platforms like hoopla from six to 10 loans per month for every customer;
- increased the number of eBook/eAudiobook requests customers could make on Overdrive; and
- re-allocated budget to our digital collections, increasing the purchasing of eBook and eAudiobook titles by at least 35 per cent.

During the spring closure period, RPL responded to over 4,000 requests for new and updated library cards so more Reginans could access digital collections.<sup>1</sup> The work undertaken to move library card registrations online also addressed a goal listed in the *RPL Service Plan, 2019-2021: Customers benefit from access to technology and digital services, designed to address social and economic inequality*.

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<sup>1</sup> Actual number of residents benefiting from library cards is higher than cards produced, as cards are often shared by families.

From the start of March to the end of September, use of eBooks increased by 131 per cent over 2019. Use of eAudiobooks increased by 80 per cent and use of streaming movies and television shows increased by 338 per cent.

| <b>Format type</b>      | <b>Usage: Mar to Sep 2020</b> | <b>Usage: Mar to Sep 2019</b> | <b>Percentage difference</b> |
|-------------------------|-------------------------------|-------------------------------|------------------------------|
| <i>eBooks</i>           |                               |                               |                              |
| <b>hoopla comics</b>    | 4,019                         | 1,644                         |                              |
| <b>hoopla eBooks</b>    | 13,838                        | 6,269                         |                              |
| <b>Overdrive eBooks</b> | 143,807                       | 61,942                        |                              |
| <b>TOTAL</b>            | 161,664                       | 69,855                        | 131%                         |
| <i>eAudiobooks</i>      |                               |                               |                              |
| <b>hoopla</b>           | 15,612                        | 9,908                         |                              |
| <b>Overdrive</b>        | 51,531                        | 27,478                        |                              |
| <b>TOTAL</b>            | 67,143                        | 37,386                        | 80%                          |
| <i>Movies and TV</i>    |                               |                               |                              |
| <b>Kanopy movies</b>    | 13,776                        | 718                           |                              |
| <b>hoopla TV</b>        | 5,640                         | 2,226                         |                              |
| <b>hoopla movies</b>    | 4,360                         | 2,485                         |                              |
| <b>TOTAL</b>            | 23,776                        | 5,429                         | 338%                         |

***“The Overdrive catalogue has been getting me through quarantine. Thanks RPL!!!”***  
***- Laura, RPL customer***

## **DIGITAL PROGRAMMING**

The digital program development, planning, delivery, and evaluation response has been swift and successful and has been undertaken ahead of the planned schedule outlined in the *RPL Service Plan, 2019-2021*.

We have offered digital book clubs, speaker presentations, and much more throughout the length of the COVID situation. The work undertaken to increase digital programming addresses a goal listed in the *RPL Service Plan, 2019-2021: 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 has seen and embraced the need to offer a platform and space for community members to gather during this period of social isolation. A significant outcome of digital programming, as noted by participants, has been the important connections that they make with each other, and the reduction of isolation. We have seen more and broader participation by diverse community members in our book talks, learning programs, author visits, and events.

Many of our customers across a span of demographic differences appreciated digital participation because of the convenience it offers (e.g., childcare, travel, parking, anonymity, etc.). Program participants have indicated they would like to see this approach continue as an option.

The work undertaken to increase digital opportunities for community members to gather addresses a goal listed in the *RPL Service Plan, 2019-2021, Customers participate in library programs that reflect Regina's growing diversity.*

***“Thank goodness for all your online services.”***  
**- Michele, RPL Customer**

## **MATERIALS RETURN AND CURBSIDE PICKUP**

After establishing rigorous staff and customer safety protocols, RPL offered customers the opportunity to return materials to four library branch locations starting on June 8, and at all branches on July 9. Returned materials are quarantined before staff sort them and return them to their places.

Curbside pick up of materials began in four locations on June 15 and was made available at all locations on July 9. During branch closures, RPL circulated 23,673 items through its curbside service – a significant amount of activity considering the branches were not open. Curbside services continue to be used by some customers since branches re-opened.

***“Thank you so much to the whole team for organizing the curbside pickup!!! You are incredible, very positive, fun and extremely helpful! Stay safe!”***  
**- Gulnaz, RPL Customer**

The province-wide loans system opened once again at the end of June.

*“I have 15 holds going to need a truck to get them out the door hopefully I can read in 3 days & than [sic] go back to get my next 15 holds think I over did it !!”*

**- Pat, RPL Customer**

## **RE-OPENING**

Libraries were identified in Phase 4 Step 2 of the Province of Saskatchewan’s *Re-Open Saskatchewan Plan*, and RPL developed an unveiling strategy to re-open in mid July. This plan included bringing back staff who had been on temporary layoff.

A significant amount of effort went into ensuring staff and the public would be safe at the library. RPL reviewed safety and social distancing protocols outlined in the Re-Open Saskatchewan Plan’s workplace guidelines for libraries, museums and art galleries that were released on June 23, along with requirements from the Saskatchewan Health Authority and recommendations from the Canadian Urban Libraries Council, and made necessary changes to its facilities and operating procedures.

Glen Elm, Regent Place, Albert, Connaught, and Prince of Wales Branches re-opened on July 9. Central Library, George Bothwell Branch, Sherwood Village Branch, and Sunrise Branch re-opened on July 13.

*“I’m SO glad! You’re doing a great job!”*

**- Bev, RPL Customer**

The experience in library branches differs from what it was pre-COVID: hours are reduced, and there are stricter limits to the number of people allowed in library spaces. One-way traffic routes have been established, plexiglass has been installed on desks, and hand sanitizer stations are dotted throughout our spaces.

Customers are slowly returning to branches. As of October 1<sup>st</sup>, we are open in the evenings at some branches. We increased open hours at George Bothwell Branch to remain consistent with Southland Mall hours.

Library branches are an important resource for the community. We aspire to remain a safe and welcoming location for the community to the degree we are able, and we will re-assess and adjust as necessary as we move forward.

## RPL HOTLINE

Following closure, RPL quickly introduced a hotline (phone, chat, and email) to help customers and the public with questions about library services, and to register people for new library cards or to renew old cards.

Interestingly, there has been a significant change in customer preference for communication with RPL, with customers now preferring telephone service over chat and email. The telephone volumes are so high that we have now introduced call centre technology to support staff with the high demand.

The hotline is well used: there have been almost 10,000 calls from closure in mid March to the end of September. An additional 7,000 requests for information were received using other methods, including in-person, email, and through our real-time chat bot on the RPL website. Staff who support these modes of communication remaining busy with a range of questions from RPL customers and the public.

*“I was helped by the friendliest RPL employee on the phone today regarding my holds. Should have gotten her name, she was really lovely to deal with.”*

**- Julie, RPL Customer**

## FINES FREE

RPL has waived fines on overdue books since mid March. This is in keeping with a province-wide halt on fines during the COVID situation. SILS Libraries agreed at the end of September to continue waiving fines until the end of the year. This has also been consistent with national practice during COVID.

## RPL STAFF

Our main priority with staff is to help them stay healthy and engaged. Employees were sent home following branch closures – some to work remotely, and others to remain on-call should they be needed.

Mental health supports were offered to address fears and concerns associated with COVID and branch closures. A questions database with information on health and work procedures was developed, and an internal social network established to help employees at home feel connected.

As the length of the closure surpassed the Library’s initial expectations, we signed a COVID-19 Pandemic Workforce Adjustments letter of understanding with CUPE 1594 in mid-May, which outlined a temporary layoff and recall process. We began to recall staff starting in late June to support our re-opening, and most staff are back at work.

## GOING FORWARD

COVID-19 has provided both the requirement and opportunity for adaptation to meet community needs within the limitations it has created. We are proud of the leadership that has been demonstrated by managers and staff: ideas, insights, and suggestions were solicited and reviewed to best inform our approach, and the level of employee engagement has been very high.

What's been most outstanding is the level of support and response from the community for our efforts. The library continues to receive glowing responses about its commitment to the community, and to the individual services it offers. The pandemic has demonstrated that the library remains a strong and steadfast pillar in Regina, and that the people of Regina continue to love their library.

## 2020 ACTIVITY HIGHLIGHTS

RPL also achieved success in the actions it had originally planned for 2020. Our key actions and accomplishments for the year to date are outlined below.

- RPL contracted the services of Colliers Project Leaders and KPMG to develop a needs assessment and project plan for the future of Central Library. Research for the plan started with a public needs survey. This was followed by a community open house on February 5.

While the Board had expected the needs assessment and project plan to be ready in spring 2020, the onset of the pandemic forced a temporary delay. Work has since continued, slowly, on the needs assessment and project plan, however a firm date for the board to complete and address the plan has not been set.

- Key leadership roles can be difficult to recruit given the requirement for unique skill sets and experience. In 2020, four leadership positions at RPL became vacant. RPL successfully recruited for each of the following: Department Head, Branch Services; Department Head, Central Library; Director Curator, Dunlop Art Gallery; and Manager, Human Resources.
- In 2019, RPL undertook an inclusive staff and management process to complete the standardized assessment protocols for Edge Benchmarking. Edge is a management tool that helps libraries of all sizes align their technology resources to community priorities. Overall, we are doing well in the products and services we offer but will work to focus on our leadership outreach and technology planning.

Further work has been done to identify measurable objectives and establish plans for organizational improvement, however this work was interrupted by the response to the pandemic. The Benchmark objectives will take a series of budget operational planning cycles to achieve demonstrable results.

The assessment work undertaken through Edge addresses a goal listed in the *RPL Service Plan, 2019-2021, Customers benefit from access to technology and digital services, designed to address social and economic inequality.*



- Work continues in 2020 on RPL’s brand, with a primary focus on building tools to create internal understanding and acceptance. Unfortunately, this work was halted with the COVID-19 closures but has since resumed, and we are looking forward to unveiling a new brand and logo in late fall 2020. A brand management plan has been developed and we expect to begin success measurement in early 2021.
- RPL contracted the services of ViTreo, a full-service fundraising and development firm, to assess and review our fundraising and development work. Thanks to this work, we are moving forward with a fund development plan to:
  - Increase awareness of RPL as a charitable investment;
  - Further integrate fund development messaging and initiatives throughout our operations, and aggressively and methodically solicit philanthropic support; and
  - Focus development goals on literacy and technology.
- A major refresh was undertaken at Glen Elm Branch in the first half of the year. The branch’s entrance and bathrooms were renovated to allow for after-hours access to its program room.

## 2020 SERVICE PLAN ACTIONS

The *RPL Service Plan, 2019-2021* addresses Objective 4.2 of the strategic plan. It helps ensure RPL continues to meet customer needs and remains an integral part of the community. Specific service plan outcomes for 2020 are categorized according to the four pillars of the RPL mission.

Several actions arising from, or coinciding with, the goals listed in the Service Plan have been identified above. Further actions in 2020 are described below.

### FREE AND OPEN ACCESS TO RESOURCES

- *Customers benefit from access to technology and digital services, designed to address social and economic inequality.*  
The groundwork for this strategic action was laid in 2019, and we have made very fast progress in 2020 due to the increased demand for digital resources and services. We have gained significant understanding and adjusted collections purchasing plans quickly to fast growing needs.
  - In addition to those successes listed above, we renegotiated licensing agreements with high demand products like Ancestry Library Edition to allow “at-home” access by our customers during COVID. Usage spiked in late spring and the number of users doubled before returning to normal in the summer months.
  - RPL also expanded the number of online services we offer, including a new learning resource called Creativebug. Creativebug is a hub for do-it-yourself hobbyists, crafters and makers that offers thousands of instructional videos offered by artists and creators.

## COMMUNITY SPACE WHERE PEOPLE AND IDEAS MEET

- *Customers participate in library programs that reflect Regina’s growing diversity.*
  - Originally slated for 2021, the Library and the Dunlop Art Gallery adopted “low tech” solutions to support families with limited access to technology by providing learning and reading activity kits containing books, games, and activities for children. With these tools, children can read, explore, and discover which keeps their thinking skills active over the spring and summer months. This initiative helps ensure all children in the community benefit from fun learning activities.
  - Literacy program delivery has been changed to better support the inclusion of newcomers. This initiative was originally slated for 2021. Needs were high and online delivery approaches were added to address some of the barriers and challenges perceived and experienced by our newcomers. A phone survey of library volunteers was undertaken to inquire about interest in a pilot program to deliver group learner support in the digital environment. The response was positive and volunteers were grateful for our interest in them and their learner.
  - RPL supports up to five newcomer/volunteer conversation groups per day to meet demand. Many participants have indicated their growing preference for service on the digital platform for the same reasons as other participants in our digital program delivery environment. We will continue to evaluate the needs and expectations of this important user community.
- *Customers have access to Indigenous programming tied to reconciliation at all library locations.*
  - RPL partnered with the City of Regina’s Aboriginal City Employees Network to host a variety of online activities from June 1 to 30 to celebrate First Nations, Métis, and Inuit peoples.

Offering these activities online created opportunities to honour the rich heritage, diverse cultures, and outstanding achievement of Indigenous peoples to a wider audience. It also created opportunities for people of all ages and backgrounds to connect, experience, and learn about Indigenous culture, traditions and art, in an online environment. RPL was pleased with the success of this event and the lessons learned in terms of how online events can sometimes attract new audiences because of the format itself.

## PROGRAMS AND SERVICES THAT SUPPORT READING, CURIOSITY, AND DISCOVERY

- *Customers will benefit from programs and services that connect them with professional creators.*
  - Originally in the plan for 2021, the Dunlop developed a new approach to engage professional creators digitally. Several workshops and artist talks have been held online and streamed live to Dunlop social media. Subject matter ranges from HTML and web development for emerging artists to discussions with local filmmakers about trending movies. Events have been well-received by the local community.

- RPL's 2019/2020 Writer in Residence, David Gane, was very well-versed in delivering writing coaching and workshops in the digital environment, and his enthusiasm and confidence helped local writers to embrace this approach. In August 2020 we welcomed our new Writer in Residence, J. Jill Robinson, who is continuing to offer online services for writers.
- *Customers celebrate and share their love of books by accessing library reading programs, services, and collections.*
  - Many of the programming initiatives for children, families, and adults during the first half of 2020 centered on reading. The digital delivery during the COVID period has been new to everyone and has been very successful, particularly at the outset. We continue to promote and encourage use of our student, teacher, and parent resources to support student learning as we move through the fall.
  - Monitoring of collections use is even more tenacious than our typical rigorous approach. Purchasing of physical materials was adjusted during the closure period to ensure that we purchased what was most needed when we re-opened for service delivery in July.
- *Customers use services, resources, and programs that support student success.*
  - RPL initiated work to identify strategies and partnerships to ensure that all Regina students have a valid library card and know how and why to use it. At this time, students, teachers, and parents can access a variety of online resources including homework help, tutors, databases, study guides, and programming targeted to educators. Additionally, our Books4Me personalized reading list service is in high demand and offers students, teachers and parents ideas and suggestions to support learning.
  - *Level Up!* is a summer learning program for children ages 12 and under. In 2020 it was delivered primarily online but also offered “low tech” activity kits with new books, pens, notepads, art supplies and other literacy supplies to specific Regina communities. In 2020, *Level Up!* did not generate the number of participants as it does typically. We attribute this change to our inability to interact directly with parents, students, and educators to encourage participation, and for students to engage in in-person pursuits such as library programming, visits to museums, and learning from subject matter experts.
- *Customers discover opportunities to learn about early literacy.*
  - Significant changes were made at the outset of the closure to our early literacy program delivery. Given the amount of free online story time resources from libraries and other entities, RPL determined that an alternative approach would work well to support families in greater need.

With that in mind, we accelerated development of a “DIY Family Storytime” video series to help caregivers learn and become comfortable with delivering this programming in their own homes with their children. The program delivers theory and background about early literacy in a warm and engaging manner. About 400 viewers accessed the videos – equivalent to attendance at 40 in-person storytimes. We are pleased with the

participation, given this comparison. The approach has also been replicated in a “low tech” edition for families who do not have access to the Internet.

- *Customers access history collections, services, and resources (including staff) to learn and understand local and regional histories*
  - We are presently working to offer online access to our microfilm collection, including access to the Regina Leader-Post since its inception. We hope to have this service in place by the end of 2020.

## LOOKING FORWARD TO 2021

The following provides some areas of focus we will address in the new year.

- The current strategic plan for the organization will carry us into 2021. We are planning ahead and have started development of a strategic plan for 2021 to 2024.
- RPL is preparing to bring the question of a renewed central library to City Council. As noted earlier, this work has been delayed but is expected to be complete by mid-winter, after the next stage of community engagement.
- Recent customer demand on RPL’s digital technologies requires a continued focus on information technology and IT infrastructure. We have several projects planned for 2021, including:
  - Improving our network and cloud-based security, and our wireless (WiFi) network;
  - Expanding access to public computers and 3D printing services. We will also introduce 3D scanning for customers;
  - Introducing a new digital notification system to share information about library programs. Users can customize notifications based on their own interests about programs, films, exhibitions, and events at the library. We expect to roll out the new notification system in early 2021.

Phase Two of this new system will offer customers the option of allowing RPL to track their interests and their program participation to develop a profile and offer suggestions based on their interests. We expect this phase will also roll out in 2021; and
  - Expanding our 3D printing services and rolling out 3D scanning for customers.
- We will continue to update library spaces to better support customer use, staff operations, and safety for all under COVID-19 guidelines.

- We have an increasing need for significant structural and systems repairs and maintenance, particularly at Central and Connaught, but also at other branches.
- Other branch renewal projects include an update to Sherwood Village Branch to better serve the community through more effective use of its public spaces, and addressing sound issues and improving acoustics at Prince of Wales Branch.

## 2021 SERVICE PLAN FOCUS

The following outlines the work we intend to undertake to continue addressing the outcomes and goals outlined in the *RPL Service Plan, 2019-2021*. As above, specific service plan outcomes for 2020 are categorized according to the four pillars of the RPL mission.

### FREE AND OPEN ACCESS TO RESOURCES

*Customers enjoy enhanced service, delivered by knowledgeable and welcoming staff throughout the organization.*

2021 actions toward achieving this outcome will include:

- Providing adult education theory and practice development for select staff;
- Optimizing digital competencies among staff; and
- Continuing to adjust staff recruitment practices, job descriptions, and performance appraisals to address core customer service standards. This includes essential skills in technology, merchandizing, and readers' guidance, which will be required for front-line positions.

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

2021 actions toward achieving this outcome will include:

- Continuing the use of collection use assessment methods to understand and meet customer borrowing needs; and
- Expanding our collections to reflect and support trends, news, and local community events of interest to Reginaans.

*Customers browse and find library materials of interest. Customers understand how to use the library's systems to borrow materials that aren't immediately available.*

2021 actions toward achieving this outcome will include:

- Promoting the extensive digital and SILS opportunities to access materials; and
- Ensuring customers understand how to use the library's systems to borrow materials that aren't immediately available.

*Customers discover collections that reflect current trends and cultural and community events.*

2021 actions toward achieving this outcome will include:

- Stocking our shelves and displays with items that are of interest to the community; and
- Expanding our collections to reflect and support trends, news, and local community events of interest to Regina.

## **COMMUNITY SPACE WHERE PEOPLE AND IDEAS MEET**

*Community-facilitated programming empowers community members to design and lead activities at the Library.*

2021 actions toward achieving this outcome will include:

- Reviewing and implementing changes to technology in library meeting spaces, to ensure their features meet functional requirements;
- Ensuring that customers can propose and deliver programs, both in person and online;
- Launching a platform on the RPL website on which customers find it easy to share information about programs with other customers; and
- Creating a digital space that supports ongoing conversations among program participants.

*Customers participate in library programs that reflect Regina's growing diversity. Customers from all life stages and backgrounds feel welcome and comfortable participating in library programs.*

2021 actions toward achieving this outcome will include:

- Ensuring that "Make & Create" activities throughout the organization are reflective of the cultural diversity of national and local populations;
- Diversifying and increasing cultural opportunities to support social cohesion and inclusion, as well as ensuring that programs provide avenues for connection to people in different socio-economic and cultural groups;
- Ensuring library programming considers the needs of underserved communities;
- Offering library programming in multiple languages, including American Sign Language;
- Building on existing relationships and forging new partnerships with organizations that serve diverse communities in Regina (e.g., CNIB, Regina Open Door Society, Alzheimer Society of Saskatchewan, Inclusion Regina, etc.);
- Training staff in facilitating and supporting respectful community conversations; and
- Developing a customer service accessibility strategy to meet the needs of customers living with disabilities.

*Customers have access to Indigenous programming tied to reconciliation at all library locations.*

2021 actions toward achieving this outcome will include:

- Creating an Indigenous Services strategy; and
- Establishing Truth and Reconciliation programs that will meet community needs through four distinct categories:
  1. Featured programming and events.
  2. Information sharing and discussion.
  3. Traditional crafts.
  4. Sharing traditional knowledge.

## **PROGRAMS AND SERVICES THAT SUPPORT READING, CURIOSITY, AND DISCOVERY**

*Customers celebrate and share their love of books by accessing library reading programs, services, and collections.*

2021 actions toward achieving this outcome will include:

- Promoting reading as both an individual and social activity; and
- Encouraging people to read more, and read widely, and offering programs and collections that encourage socialization around books and reading.

*Customers use services, resources, and programs that support student success.*

2021 actions toward achieving this outcome will include:

- Increasing collaboration with local cultural organizations, and pursuing 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 participation in reading and learning programs such as *Level Up!* and Summer Reading Contest.

*Customers will have opportunities to develop literacy skills and abilities.*

2021 actions toward achieving this outcome will include:

- Ensuring access to digital technologies and support for improved digital literacy competencies is a priority; and
- Delivering digital literacy programs for all ages online and at all library locations.

*Customers from all life stages will have access to digital, visual, media, musical, maker, and other cultural experiences. Customers will benefit from programs and services that connect them with professional creators.*

2021 actions toward achieving this outcome will include:

- Increasing the exhibition of the public art collection throughout the library system;
- Purposefully embedding culture into more programs and services; and

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

## **COMMUNITY OPPORTUNITIES THAT COMPLEMENT AND STRENGTHEN THE PUBLIC LIBRARY OFFERING**

*Customers benefit directly and indirectly from the library's relationship with its partners.*

2021 actions toward achieving this outcome will include:

- Ensuring customers can use Regina Public Library to access information about local services; and
- Continuing to offer access to community services delivered by trusted and knowledgeable partners such as Thrive Counselling, Sask Access to Justice, Service Canada, and Pro Bono Law Saskatchewan for the benefit of customers.

*Customers use digital services to further their learning.*

A 2021 action toward achieving this outcome is:

- Identifying digital learning resources and opportunities to aid professional development, business, and career support for Reginans to showcase opportunities for further learning at the library.

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

2021 actions toward achieving this outcome will include:

- Working with community partners to identify learning interest areas in which customers could connect and support each other; and
- Identifying and activating opportunities for customers to connect about shared learning interests.

## **IN CLOSING**

The world's response to COVID-19 continues, and at this point it is hard to tell what might happen next. Regardless, RPL has taken its learnings from this situation to prepare for the future.

Libraries and library services have changed because of this situation and the impact it has had on our community. While 2020 is an anomaly, we know that our near future will not be "back to normal" – there will be a new normal, and we will be there to help shape it.



**THE REGINA PUBLIC LIBRARY BOARD  
CITY COUNCIL 2021 BUDGET SUBMISSION  
STATEMENT OF OPERATIONS AND FUNDING ADJUSTMENTS**

**Appendix A**

|   | <b>2021<br/>Budget<br/>\$<br/>(Unaudited)</b> | <b>2020<br/>Budget<br/>\$<br/>(Unaudited)</b> | <b>2021 Budget vs.<br/>2020 Budget<br/>\$ Change</b> |
|---|---|---|--|
| <b>Statement of Operations</b>            |   |   |  |
| <b>Revenue:</b>                           |   |   |  |
| <b>Taxes and Grants:</b>                  |   |   |  |
| City of Regina tax levy (Note 1)          | 22,731,254                                    | 22,146,223                                    | 585,031  |
| Grants-in-lieu of taxes                   | 1,522,105                                     | 1,482,650                                     | 39,455   |
| Provincial services agreement             | 612,593                                       | 606,408                                       | 6,185  |
| Other grants                              | 231,800                                       | 258,800                                       | (27,000)   |
|   | <b>25,097,752</b>                             | <b>24,494,081</b>                             | <b>603,671</b>                                       |
| <b>Other Revenue:</b>                     |   |   |  |
| Other revenue                             | 772,357                                       | 850,450                                       | (78,093)   |
| <b>Total Revenue</b>                      | <b>25,870,109</b>                             | <b>25,344,531</b>                             | <b>525,578</b>                                       |
| <b>Expenses:</b>                          |   |   |  |
| <b>Operating Expenses:</b>                |   |   |  |
| Public services                           | 15,369,988                                    | 14,827,077                                    | 542,911  |
| Support services                          | 5,067,188                                     | 5,257,669                                     | (190,481)  |
| Administration                            | 1,877,027                                     | 2,074,595                                     | (197,568)  |
| Governance                                | 121,100                                       | 117,000                                       | 4,100  |
| <b>Total Expenses before Amortization</b> | <b>22,435,303</b>                             | <b>22,276,341</b>                             | <b>158,962</b>                                       |
| Amortization Expense                      | 2,750,000                                     | 2,675,000                                     | 75,000   |
| <b>Total Expenses</b>                     | <b>25,185,303</b>                             | <b>24,951,341</b>                             | <b>233,962</b>                                       |
| <b>Annual Surplus from Operations</b>     | <b>684,806</b>                                | <b>393,190</b>                                | <b>291,616</b>                                       |
| <b>Funding Adjustments</b>                |   |   |  |
| <b>Adjustments for non cash items</b>     |   |   |  |
| Amortization of Capital Assets            | 2,750,000                                     | 2,675,000                                     | 75,000   |
| Employment Benefits Obligation            | 43,000  | 42,500  | 500  |
|   | <b>2,793,000</b>                              | <b>2,717,500</b>                              | <b>75,500</b>  |
| <b>Funding Provided from Operations</b>   | <b>3,477,806</b>                              | <b>3,110,690</b>                              | <b>367,116</b>                                       |

Note:

1 Includes supplementary taxes of \$40,000 (2020 - \$100,000).

**THE REGINA PUBLIC LIBRARY BOARD  
CITY COUNCIL 2021 BUDGET SUBMISSION  
STATEMENT OF OPERATIONS AND FUNDING ADJUSTMENTS**

**Appendix A**

|   | <b>2021<br/>Budget<br/>\$</b> | <b>2020<br/>Budget<br/>\$</b> | <b>2021 Budget vs.<br/>2020 Budget<br/>\$ Change</b> |
|---|-------------------------------|-------------------------------|--|
| <b>Capital:</b>   |                               |                               |  |
| <b>Ongoing:</b>   |                               |                               |  |
| Library Materials   | 1,855,000                     | 1,704,000                     | 151,000  |
| Building  | -                             | -                             | -  |
| Furniture and Equipment                                   | 160,000                       | 160,000                       | -  |
| Information Technology                                    | 752,806                       | 536,690                       | 216,116  |
| Land Improvements   | -                             | -                             | -  |
| Shelving  | 60,000                        | 60,000                        | -  |
| Vehicles  | -                             | 30,000                        | (30,000)   |
|   | <b>2,827,806</b>              | <b>2,490,690</b>              | <b>337,116</b>                                       |
| <b>Major Projects:</b>                                    |                               |                               |  |
| Branch Development (Note 2)                               | 620,000                       | 620,000                       | -  |
| <b>Special:</b>   |                               |                               |  |
| <b>Total Capital</b>                                      | <b>3,447,806</b>              | <b>3,110,690</b>              | <b>337,116</b>                                       |
| <b>Net Funding Requirements</b>                           | <b>(30,000)</b>               | <b>(0)</b>                    | <b>(30,000)</b>                                      |
| <b>Less other sources of funds:</b>                       |                               |                               |  |
| Planned Funding from Reserves                             |                               | -                             | -  |
| From DAG Reserve  |                               | -                             | -  |
| From Vehicle Reserve                                      | -                             | (30,000)                      | 30,000   |
|   | -                             | (30,000)                      | <b>30,000</b>  |
| <b>Add other uses of funds:</b>                           |                               |                               |  |
| Planned Contributions to Reserves                         |                               | -                             | -  |
| Planned Contributions to Appropriated Reserves - Vehicles | 30,000                        | 30,000                        | -  |
| Planned Funding to DAG Reserves                           |                               | -                             | -  |
|   | 30,000                        | 30,000                        | -  |
| <b>Net Budget (Note 3)</b>                                | <b>(0)</b>                    | <b>(0)</b>                    | <b>(0)</b>   |

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

|                               | <b>2021<br/>Budget<br/>\$</b> | 2020<br>Budget<br>\$ | 2021 Budget vs.<br>2020 Budget<br>\$ Change |
|-------------------------------|-------------------------------|----------------------|---|
|                               | (Unaudited)                   | (Unaudited)          |   |
| <b>EXPENSES</b>               |                               |                      |   |
| Wages, benefits and honoraria | <b>14,732,221</b>             | 14,376,210           | 356,011                                     |
| Purchased goods and services  | <b>7,680,082</b>              | 7,877,631            | (197,549)                                   |
| Interest                      | <b>23,000</b>                 | 22,500               | 500   |
| Amortization                  | <b>2,750,000</b>              | 2,675,000            | 75,000                                      |
| <b>Net expenses</b>           | <b>25,185,303</b>             | 24,951,341           | 233,962                                     |
|                               | -                             | -                    | -   |

**THE REGINA PUBLIC LIBRARY BOARD**

Schedule 2

**SCHEDULE OF LIBRARY MATERIALS EXPENSES**

Year ended December 31

|                         | <b>2021<br/>Budget<br/>\$</b> | <b>2020<br/>Budget<br/>\$</b> | <b>2021 Budget vs.<br/>2020 Budget<br/>\$ Change</b> |
|-------------------------|-------------------------------|-------------------------------|--|
|                         | <b>(Unaudited)</b>            | <b>(Unaudited)</b>            |  |
| <b>EXPENSES</b>         |                               |                               |  |
| Books                   | <b>1,075,000</b>              | 1,050,000                     | 25,000   |
| E-books                 | <b>450,000</b>                | 312,000                       | 138,000  |
| DVDs                    | <b>260,000</b>                | 267,000                       | (7,000)  |
| Sound recordings        | <b>70,000</b>                 | 75,000                        | (5,000)  |
| <b>Net expenditures</b> | <b>1,855,000</b>              | 1,704,000                     | 151,000  |