

November 14, 2018

To: Members,  
Executive Committee

Re: 2019 Budget Submissions - Provincial Capital Commission (PCC); Regina Exhibition Association Limited (REAL); Economic Development Regina (EDR); Regina Public Library (RPL)

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### RECOMMENDATION

That the 2019 budgets as presented from Provincial Capital Commission (PCC) attached as Appendix A, Regina Exhibition Association Limited (REAL) attached as Appendix B, Economic Development Regina (EDR) attached as Appendix C, and the Regina Public Library (RPL) attached as Appendix D, be referred to the 2019 budget process.

### CONCLUSION

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

### BACKGROUND

On December 10, 2018, City Council will discuss the 2019 General Operating Budget. Included in this budget will be the Community Investment Allocation to Executive Committee, which includes annual funding to REAL, EDR and the PCC. Also included is the RPL mill rate ask for 2019.

### DISCUSSION

#### **Provincial Capital Commission (PCC)**

The PCC assumed operations of the Wascana Center Authority as part of the 2017 Provincial Budget. 2018-19 is a transition year for the Provincial Capital Commission including the establishment of a new funding model. Over the next few months, it is expected representatives from the Province, City and University will discuss a new sustainable funding model for the Commission. Until discussion are concluded, the funding model remains unchanged. *The Wascana Centre Act* was established in 1962 by the Government of Saskatchewan. The Act established a Board of Directors to represent WCA's three participating parties – Province of Saskatchewan, City of Regina and University of Regina. Wascana Centre encompasses 2,300 acres of land within the City of Regina and includes numerous tenants and landowners.

PCC provides oversight and stewardship of the lands within Wascana Centre in a manner to fulfill the vision of being a place of recreation and beauty for all to enjoy throughout the seasons, the pride of Saskatchewan. The majority of revenue is in the form of grant contributions from the PCC's participating parties: Government of Saskatchewan 55%, City of Regina 32% and University of Regina 13%.

PCC has presented a total request from the City of Regina of \$2,719,000, which is the same as their 2018 request. This includes an ongoing operating funding of \$2,119,000 and a capital request of \$600,000 in 2019.

### **Regina Exhibition Association Limited (REAL)**

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

REAL is requesting \$200,000 in funding in 2019, which is a reduction of \$200,000 from 2018 approved funding. REAL is reducing the funding requested from the City of Regina as it develops a new strategic plan for the organization while concurrently performing a site-wide asset condition assessment. The intent is to gain a better understanding of future strategic needs as well as transparent assessment of current state of infrastructure. As such the funding is being requested to support improvements related to safety and critical business issues while due diligence is performed. The \$200,000 will be allocated based on building assessments with a focus on safety and critical business issues.

### **Economic Development Regina (EDR)**

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

EDR is requesting funding of \$1,812,000 in 2019, which is an increase of \$92,500 over 2018 core funding. The additional \$92,500 will be used to cover cost of living increases over the past number of years in terms of both staff salaries and benefits, as well as operating costs to maintain core services and the ability to achieve the 2019 Business Plan. EDR has not received a funding adjustment in the past four years.

### **Regina Public Library (RPL)**

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 2019 Library mill rate request is 0.73285. This represents a 1.8% Library mill rate increase over 2018. This increase is due to an economic adjustment to maintain core services. The Regina Public Library did not request a mill rate increase in 2018.

## **RECOMMENDATION IMPLICATIONS**

### **Financial Implications**

None related to this report. The 2019 budget allocations for the PCC, REAL, EDR and the RPL mill rate will be determined by City Council through future budget deliberations.

Environmental Implications

None with respect to this report

Policy and/or Strategic Implications

None with respect to this report

Other Implications

None with respect to this report

Accessibility Implications

None with respect to this report

COMMUNICATIONS

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

DELEGATED AUTHORITY

The recommendations contained in this report require City Council approval.

Respectfully submitted,



June Schultz, Director  
Finance

Respectfully submitted,



Barry Lacey, Executive Director  
Corporate Services

Report prepared by:  
Roseann Anderson, A/Manager, Budget & Financial Services

**Provincial Capital Commission  
2019-20 Plan and Budget  
City of Regina Submission  
October 15, 2018**

### **Organizational Description**

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

### **The purpose of the Commission is to:**

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

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

### **Strategic Alignment with the City of Regina**

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

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

### **Wascana Centre**

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

- There are more than five million visitors to Wascana Centre annually. The centre is recognized as one of the top tourist and resident attractions in the City and many other attractions are within the centre's boundaries such as Candy Cane Park, the Royal Saskatchewan Museum, the Saskatchewan Science Centre, etc.

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- In the heart of the City of Regina, Wascana Centre is one of the largest urban parks in North America at 2,300 acres supporting a quality of life to the citizens of Regina that is not available in many other communities due to the proximity, the quantity and the variety of green space.
- Wascana Centre is the host facility of over 700 events annually, including flagship events like the Queen City Marathon, Dragon Boat Festival, Canada Day and Bazaar. Many of the events are low cost, with some being free. There are also more than 1,600 other events within the centre during the year that are coordinated via the partners.
- Wascana Centre is home to 2,300 acres of land including the TransCanada Trail. The centre boasts 8.7 kilometers of paved pathway and 5.6 kilometers of natural paths promoting a healthy active lifestyle for families and community.
- Numerous City facilities are located within the centre including the Wascana Pool and Douglas Park. The Provincial Capital Commission provides oversight and stewardship of these lands representing a level of continuity in its development and progression. Essential maintenance services are provided to ensure City surroundings are safe, beautiful and welcoming.
- The Habitat Conservation Area is a marsh ecosystem located in the heart of Wascana Centre that hosts environmental based programs and educational opportunities. Unique to the City of Regina, Wascana marsh is the habitat for many species including the western painted turtle.
- Top educational and research facilities are hosted including the University of Regina, Saskatchewan Polytechnic, First Nations University and Innovation Place (Regina).

## Core Business Overview

PCC's core function is to ensure Wascana Centre remains a safe, beautiful and accessible place for all to enjoy throughout the seasons. In this capacity, PCC provides countless functions and services to the tenants, landowners and community resulting in an area of immeasurable value as a place of work, education, recreation and natural preservation. Services and functions are diverse and categorized by branch.

### Maintenance:

Groundskeeping includes irrigation, cutting, repairing, weed & pest control, for the turf throughout Wascana Centre. Maintenance of recreation and play areas through all seasons including the creation of skating and ski surfaces. Snow removal on trails, roadways, sidewalks, public parking areas and event areas as required. Operation of public washrooms, centre wide refuse disposal and graffiti removal are also performed.

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Construction includes repair and replacement of park amenities, trail improvements, landscaping repair and improvements, minor building maintenance, support services for centre wide maintenance, etc. Coordination on larger scale projects with the infrastructure group in terms of project preparation, delivery and completion.

**Horticulture, Pest Control and Forestry:**

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

**Development and Stewardship:**

PCC works closely with its participating parties on development projects from conception to completion and supports the work of the engineering and architectural advisory committees. Oversight is provided by this area in consultation with Central Services on all major projects within the centre including but not limited to; roadways, lighting, playground equipment etc. This area coordinates with other departments through both internal and external parties to promote effective and sustainable stewardship of the grounds within Wascana Centre.

**Conservation, Events and Visitor Experience:**

This diverse area oversees communications, event coordination, facility/grounds rentals, bylaw enforcement, security, fundraising, conservation, education, environmental management, youth programming and ecological/wildlife support. Event management/compliance is essential to ensure the centre is not abused causing deterioration or destruction.

**Executive Office and Planning & Engagement:**

Executive management, operation planning and reporting, board support, committee and advisory services and strategic planning are included.

**2019-20 PCC Plan and Budget**

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

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To ensure we align with the 2018-19 budget cycle, the following funding framework is prepared on the premise to sustain status quo. PCC’s goal is to continue to maintain services in 2019-20. The budget framework is prepared consistent with previous years.

**2019-20 Operating Funding Request (thousands)**

The participating parties will be approached for their proportionate share of funding to support operations and infrastructure maintenance as in the past. For the 2019-20 fiscal year, status quo funding is requested as follows:

<i>(numbers in thousands)</i>	<b>Province</b>	<b>City</b>	<b>University</b>	<b>Total</b>
2018-19 Funding	\$ 3,618	\$ 2,119	\$ 800	\$ 6,537
2019-20 Funding Increase	-	-	-	-
<b>Total 2019-20 Funding Request</b>	<b>\$ 3,618</b>	<b>\$ 2,119</b>	<b>\$ 800</b>	<b>\$ 6,537</b>

Through the transition process and alignment with PCC and the Ministry of Central Services, planning continues to be focused toward efficiencies in operations. As such, the 2019-20 operating funding request to the participating parties will remain at status quo in recognition of these efficiencies and benefits.

**2019-20 Capital Funding Request (thousands)**

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

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

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

*Public Amenities:*

Initiatives and development areas highlighted in the 2016 Wascana Centre Master Plan require continued investment. Wascana Centre has been successful in actioning capital funds to address deficiencies such as trail and sidewalk repairs and replacements, washroom rejuvenations, picnic and barbeque areas, lighting and other amenities used daily by thousands. Capital funding is requested from participating parties for the 2019-20 fiscal year to continue preventative maintenance.

*Infrastructure Repairs and Maintenance:*

Deterioration of core infrastructure continues to accelerate requiring a continued investment into proactive repair and maintenance. PCC prudently manages within budget to strategically redeploy resources to address high priority issues of an urgent nature. Investment in repairs and maintenance is required to extend the useful life of PCC’s assets and prevent service disruptions.

**Conclusion**

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

It is requested that the City approve core infrastructure funding totaling \$600,000 to mitigate further deterioration of infrastructure and the risk of service disruptions, safety liabilities and losses on City land.

The ongoing support and collaborative relationship with the City is sincerely valued as are the ongoing investments in infrastructure on City land. Both City Council and the

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Administration have worked in partnership with Wascana Centre for many years. We look forward to the upcoming year and support from the City in keeping Wascana Centre a beautiful welcoming place in the heart of our capital city.

Respectfully Submitted,

A handwritten signature in blue ink, appearing to read 'R. Whippler'.

Ryan Whippler  
Acting Executive Director  
Provincial Capital Commission

cc: June Schultz, Director, Finance  
Roseann Anderson, Manager, Budget & Financial Services



P.O. Box 167  
 Regina SK, Canada S4P 2Z6  
 T 306.781.9200 F 306.565.3443  
 www.evrazplace.com

October 30, 2018

City of Regina Mayor & Council  
 Attention: Roseanne Anderson  
 Manager, Budget and Financial Services  
 Finance Department - Corporate Services Division  
 City Hall – 2476 Victoria Avenue  
 REGINA SK S4P 3C8

## RE: Regina Exhibition Association Limited (REAL) 2019 Budget / Community Investment Funding

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

Our proposal for 2019 is to reduce our request by \$200,000 in annual funding to the City of Regina and in turn we hope that the City will become an equal partner in the completion of a site-wide asset review for Evraz Place. The intention of building short and long term maintenance and replacement plans will be developed based on a strong and independent evaluation of the current state of infrastructure. Evraz Place, the City of Regina, and our community have aligned interest in the long term sustainability and service of the infrastructure on the Evraz Place site. As such, our recommendation in 2019 is to support the development of a future strategic plan by working together to build a fulsome understanding of the current conditions of the assets on site.

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

### Mandate

Established in 1884 REAL is 134 years old – older than the province of Saskatchewan. In January 2014 REAL moved under the *Non-Profit Corporations Act 1995 (Saskatchewan)* and the City of Regina (COR) became Real's sole shareholder. Under the Unanimous Members Agreement (UMA) REAL became an arms-length





municipally owned entity. The City of Regina owns the lands and assets of Evraz Place which REAL operates on the behalf of City Council in accordance with the UMA.

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

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

### Services

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

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

### 2018 Accomplishments

REAL has enjoyed some great successes so far in 2018 that will set a new standard for the future. The highlights include the 2018 Mastercard Memorial Cup and Eagles Concert, and the 2018 Tim Hortons Brier that delivered strong economic impact for our community and our campus. In March 2018 we welcomed a new President and CEO and in May 2018 we commenced a rigorous process of a business optimization review. The organizational leadership team was restructured with a 50% reduction in Vice Presidents and a 15% reduction of Directors to better align to a not-for-profit sport and entertainment organizational structure. This restructuring will continue in 2019 and is intended to provide enhanced sustainability in 2019 and beyond.

Our Board of Directors launched the Futures Committee to engage Community and Business Leaders in an innovative approach to gathering the necessary information to develop our next strategic plan as the Vision 2020 Strategic Plan will come to a close at the end of 2019. The Futures Committee, through an Engagement Sub-Committee, launched the community-wide engagement strategy *Evraz Place 2.0* on October 24, 2018 and already the results are surpassing expectations. This process will engage more than 5,000 community members in a dialogue about the future of Evraz Place while concurrently exploring best practices in the development and management of large sport, recreation, culture, and event infrastructure within North American cities. The Futures Committee has engaged a blend of leadership from within the Board of Directors and across the community. This innovative approach to strategic planning should provide Regina City Council a great future path for consideration when REAL returns with an updated plan for your consideration at budget time 2019.

In many ways 2018 has been a grounding year. Our 2018 budget had an aggressive goal which will not be achieved based primarily on the inability to realize a number of major summer concerts at Mosaic Stadium. We have shown ourselves over the past two years that aggressive budget setting on a business model that must show tactical annual growth based on proven results has been an unsustainable approach. Our 2019 budget suggests learning from the performance of 2017 and 2018 and showing incremental financial performance based on manageable growth with a focus on cost management. The work on the Futures Committee and the 2019 Capital proposal has positioned our organization for improved planning, financial understanding, and community relations.

It is additionally noteworthy to share that 2018 was also the first year hosting a CFL playoff game at Mosaic Stadium and the year that we supported the submission of the first Grey Cup bid for our new world-class venue.

### **2019 Opportunities and Risk**

2019 promises to be another great year for REAL and one where we will continue to focus on making our organization as efficient as possible while hosting events that showcase our community, region, and Province. We are currently working on a number of exciting event hosting opportunities that will impact financial success and community experience in 2019 and we hope to make a number of major announcements prior to year end.

The Brandt Centre is hosting strong entertainment properties with numerous major event announcement having occurred this year. This will be a great year for entertainment at the Brandt Centre and it will be critical to future success that our community continue to support live entertainment.

We are working closely with the Regina Pats on a future oriented discussion on the Brandt Centre and a continuation of the existing lease agreement. We are optimistic that 2019 will bring a refreshed and reinvigorate relationship with our partners in the Regina Pats and optimistic that an extended partnership will be possible.

In 2018 we harnessed the privilege of major event hosting that delivered over \$1.3M in bottom line impact at Evraz Place. In 2019 we will not have the privilege of seeing continued major event hosting and the impact of these regional tourism events. With a strong and improved understanding of the impact of major events on the sustainability of our organization in 2019 we hope to work collaboratively with Economic Development Regina and Tourism and the Regina Hotel Association to improve our opportunities in sport, recreation, and entertainment tourism for the future.

2019 will additionally need to be a year of focus and prioritization for the Queen City Exhibition and Canadian Farm Progress Show. Both of these events have been foundational properties for the REAL and both are in need to attention, planning, and a clear path for the future. These two events deliver more than \$65M in annual economic impact to our City and with increasing competition from out-of-town markets and attendee spending availability we must work diligently with our partners, industry leaders, and our staff to realign and position the Queen City Exhibition and Canadian Farm Progress Show for their next 50 years of community partnership.

The opportunity to bring forward a new strategic plan built with community leadership will be the largest opportunity in 2019 as we prepare to set a vision for the future that will be accountable, transparent, and measurable. 2019 must be a year of continued business improvement, financial performance, and relationship building.

2019 will be a year focused on planning, optimization and operational improvement, and new business and event acquisition. As always our success will be highly dependent upon public participation, support and activation.

### In Closing

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

Sincerely,



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



**Sandra Master**  
Chair  
Board of Directors  
**REGINA EXHIBITION ASSOCIATION LIMITED**

cc. Marty Meloche, Chair, Audit & Finance Committee



**THE REGINA EXHIBITION  
ASSOCIATION LIMITED (REAL)  
Board of Directors**

4:30 p.m. – 7:30 p.m.  
Wednesday, October 24, 2018  
Corporate Boardroom, Administration Building  
CONFIDENTIAL

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**Board Directors:** Sandra Masters (Chair), Marty Meloche, Michael Fix, Karen Gibbons, David Sinclair, Ken Budzak, Ken Budzak, Blain Kezama, Kathleen McCrum, Gordon Selinger, Tiffany Stephenson, Grant Wasnik, Chris Holden (ex-officio) and Lee Auten (ex-officio).

**Administration:** Tim Reid, Amanda Acorn, Roberta Engel, and Dallas Skulski

**Guests:** Nil

**Regrets:** Grant Wasnik and Lee Auten

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**MOTION**

To accept the 2019 Operating Budget as distributed and instruct Administration to forward to City of Regina.

Moved by David Sinclair. Seconded by Kathleen McCrum  
All in favour. Carried.

**MOTION**

To accept the 2019 Capital Budget proposal as distributed for a general value of \$500,000 for capital expenditures.

Moved by Michael Fix. Seconded by Gordon Selinger.  
All in favour. Carried.

## Total Business - Annual Report Format\*

\*(with Sales adjusted to show Sales that generate Cost of Goods Sold)

	<i>Budget</i> <b>2019</b> \$	<i>Forecast</i> <b>2018</b> \$	<i>Actual</i> <b>2017</b> \$	<i>Actual</i> <b>2016</b> \$	<i>Actual</i> <b>2015</b> \$	<i>Actual</i> <b>2014</b> \$
<b>Revenues</b>						
Food & Beverage Sales	14,383,887	14,292,194	15,151,244	8,659,343	8,678,342	8,011,852
Other Sales & Rentals	23,334,744	22,230,170	23,597,045	16,583,553	16,736,093	14,614,955
Contributions & COR Capital	200,640	437,465	407,256	401,324	454,229	439,301
Sponsorships & Advertising	2,748,150	2,358,468	2,231,408	1,684,469	1,725,224	1,508,740
Revenue Continuance	2,600,000	2,600,000	2,600,000	2,600,000	2,600,000	2,600,000
	<b>43,267,421</b>	<b>41,918,297</b>	<b>43,986,954</b>	<b>29,928,689</b>	<b>30,193,887</b>	<b>27,174,847</b>
<b>Expenses</b>						
Cost of Goods Sold	5,017,168	5,196,286	5,611,569	3,308,226	3,237,849	2,824,196
Utilities	3,445,015	3,424,416	3,248,958	2,103,651	2,184,855	2,063,629
In-Scope Labour Costs	10,655,361	11,497,570	10,654,996	8,161,790	8,260,348	8,232,707
Out-of-Scope Labour	7,427,879	6,495,449	6,582,021	4,920,505	4,037,817	4,042,558
Contracted Labour	1,818,889	1,855,033	2,456,674	1,521,499	893,351	791,540
Other Non-Labour Costs	11,390,674	10,155,923	11,993,181	6,126,967	7,249,772	4,757,188
Repairs & Maintenance	2,392,849	2,305,684	2,924,120	3,084,062	2,675,110	2,638,234
	<b>42,147,836</b>	<b>40,930,361</b>	<b>43,471,519</b>	<b>29,226,699</b>	<b>28,539,101</b>	<b>25,350,053</b>
<b>EBITDA</b>	<b>1,119,585</b>	<b>987,936</b>	<b>515,435</b>	<b>701,990</b>	<b>1,654,786</b>	<b>1,824,794</b>

<b>KPIs</b>						
<b>Cash Generation % of Sales</b>	3%	2%	1%	2%	5%	7%
<b>Net income % of Sales</b>	0%	0%	1%	-1%	5%	0%
<b>COGS % of Sales</b>	35%	36%	37%	38%	37%	35%
<b>In Scope % of Sales</b>	26%	30%	26%	30%	30%	34%
<b>Out of Scope % of Sales</b>	18%	17%	16%	18%	15%	17%
<b>In Scope :Out of Scope Ratio</b>	1.43	1.77	1.62	1.66	2.05	2.04
<b>R&amp;M % of Sales</b>	6%	6%	8%	12%	11%	12%
<b>Other non-labour % of Sales</b>	30%	28%	31%	24%	29%	21%





October 31, 2018

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

Dear Members of Council:

**RE: 2019 INVESTMENT REQUEST**

Enclosed please find the 2019 Business Plan for Economic Development Regina Inc. (EDR), along with a supplement outlining selected results and accomplishments for the current year. The Business Plan outlines the 2019 Priorities for EDR, including:

- increased incremental investment;
- strong, competitive identity;
- robust entrepreneurial eco-system;
- smart growth sector strategies; and
- identification of new, emerging strategic opportunities.

The 2019 Budget outlined will support EDR's successful execution of the plan and delivery on detailed targets as identified in the 2019 Strategy Map, EDR's balanced scorecard.

For the 2019 fiscal year, EDR is requesting an investment of \$1,812,000 which includes an economic adjustment to maintain core services and the ability to achieve the 2019 Business Plan.

We look forward to discussing our plans at the November 14 Executive Committee meeting. Should you have any questions in the meantime, please call me at 306-565-6381.

Sincerely,

A handwritten signature in blue ink, consisting of several overlapping loops and a long horizontal stroke extending to the right.

John D. Lee  
President & CEO

***Enclosures (2): 2019 Business Plan; 2018 Results & Accomplishments***



Economic  
Development Regina Inc.

2019 BUSINESS PLAN  
Submission to City Council

SEE FURTHER

GROW HIGHER







# 2019 BUSINESS PLAN SUMMARY

## **The world is changing. Regina is driving the regional economy and experiencing economic stability, while also experiencing the effects of a changing global economy and challenging headwinds.**

Traditional models of economic development and tactics to attract and sustain business investment may no longer be relevant. Historically, economic development was driven by a competitive tax structure, and the availability of serviced land, buildings and an educated workforce.

Today's most progressive cities and economic development authorities add new elements to the traditional approach and develop comprehensive strategies to enhance innovation. There is a need to prioritize growing from within in contrast to traditional business assistance, generally employed investment attraction that chases external investment. The Greater Regina Area (GRA) must leverage its cultural diversity to maximize innovation in the workplace and enhance linkages to emerging markets. It is possible to create urban environments that provide a high quality-of-place experience and quality of life for residents to attract the best and the brightest to a city.

Our traditional sectors must modernize, grow, export and diversify their markets, and the GRA economy in turn must identify, advance and execute transformative opportunities that create a vibrant economy and quality of life.

Regina is the fourth youngest city in Canada with the highest proportion of people under 14 of any major city in the country. We must capitalize on this youth and the audacity in which our leaders approach community building and business. We must create new sectors, transform existing ones, and build towards a future that is home to over 300,000 people by 2040. It is this forward-looking and audacious approach that guides EDR's 2019 Business Plan.

As progress continues toward the objectives of the 2020 Strategic Plan, 2018 was an important year for EDR, moving forward a number of key initiatives to advance its stated priorities:

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

Smart growth in the strategic industry sectors continues to be a primary focus for EDR. As in previous years' EDR's business plan includes Key Performance Indicators (KPIs) that align with the strategic intents of the organization. These KPIs are designed to reflect the cross functional nature of each operating unit's activities and the optimization of growth for each of EDR's key sectors: Tourism; Events, Conventions & Tradeshows; Agri-value; Metal Fabrication and Manufacturing; as well as the creation of a strong entrepreneurial and innovative eco-system.

The EDR Board of Directors and management are confident in achieving the objectives contained in our 2019 Business Plan.

# PARTNERS

## Valued Partnership

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



## Investment Partners

EDR's Investment Partnership Program provides opportunities for companies and organizations to invest directly in our long-term

growth strategy. These are the partners who showed leadership and commitment to the future of the Greater Regina Area.

## FOUNDERS





# EDR BOARD OF DIRECTORS

**MURAD AL-KATIB, CHAIR**

President and CEO  
AGT Food & Ingredients Inc.

**FRANK HART, VICE-CHAIR**

Managing Director and Chief Risk Officer  
Greystone Managed Investments Inc.

**DAVID BRUNDIGE, Q.C.**

Partner  
Willows, Wellsch, Orr & Brundige, LLP

**ERIC DILLON**

Chief Executive Officer  
Conexus Credit Union

**JASON DRUMMOND**

Managing Partner  
York Plains Investment Corp.

**MICHAEL FOUGERE**

Mayor  
City of Regina

**DALE GRIESSER**

President  
Avison Young Commercial Real Estate

**CHRIS HOLDEN, OBSERVER**

City Manager  
City of Regina

**MARTY KLYNE**

Senator  
Government of Canada

**MARK LANG**

Managing Partner, Regina  
KPMG LLP

**TINA SVEDAHL**

Vice President, Investments  
Harvard Developments Inc.

**DR. VIANNE TIMMONS**

President and Vice-Chancellor  
University of Regina

**RYAN URZADA**

Managing Director  
Travelodge Hotel and Conference Centre

## President & CEO

**JOHN D. LEE**

Economic Development Regina Inc.

## EDR's Vision of the Greater Regina Area's Economy in 2020 and Beyond

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

## Value Proposition

**EDR IS A LEADER**  
and catalyst for economic development.

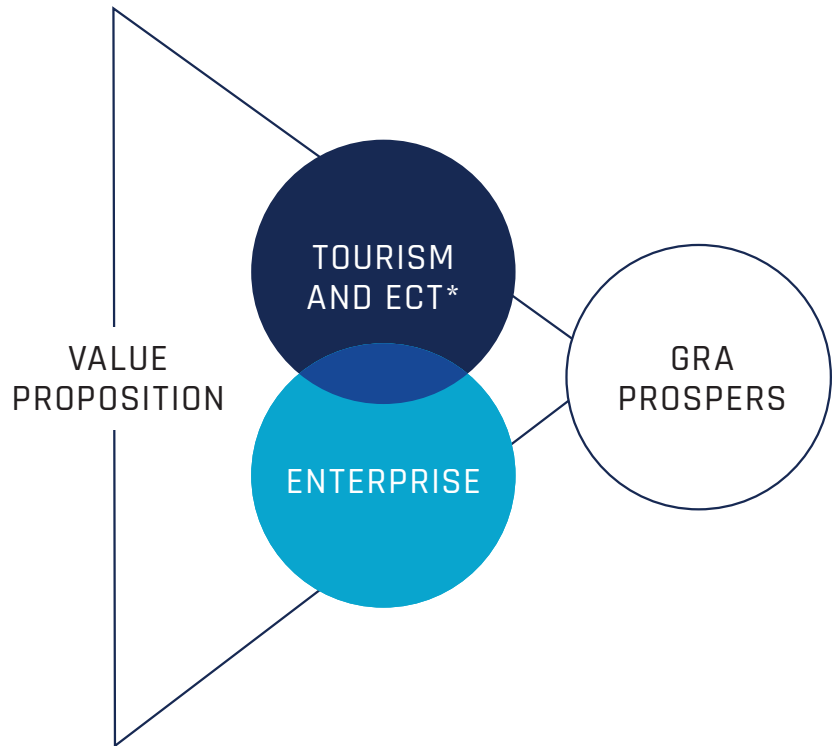
**RAPID ADVANCEMENT**  
of strategic industry sectors is facilitated by EDR.

**COORDINATES SHARING**  
and exchange of ideas, pooling resources, and leveraging of community investments.

**SUCCESSFUL PROJECT IMPLEMENTATION**

**INSIGHTS AND IDEA**  
generation which identifies promising and emerging opportunities and needs.

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



## Business Model



**SHARED VISION & OUTCOMES**

\*Events Conventions and Tradeshow



# STRATEGIC INTENT

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

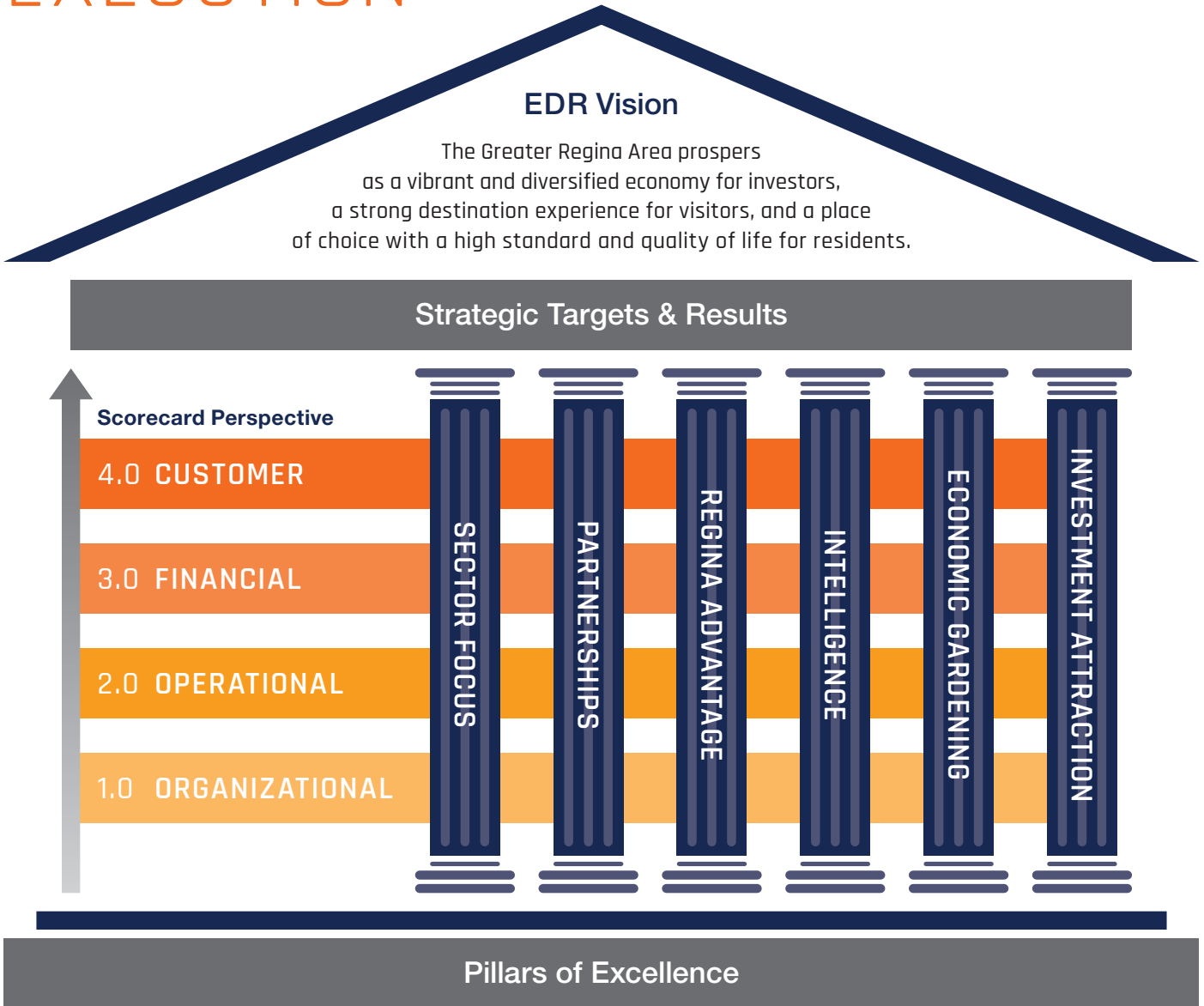
- Support industry growth and diversification through retention, development and attraction of business and tourism.
- Find innovative ways to support the community in sustaining growth while effectively addressing the challenges of growth.
- Market and promote the Greater Regina Area for business and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

## **Long-term Goals:**

- The GRA is nationally recognized as an economic and entrepreneurial powerhouse in targeted sectors.
- The GRA is one of the top places to start and grow a business.
- Sales and employment in the Agri-value and Manufacturing sectors has doubled.
- The impact of Events, Conventions and Tradeshows has grown by \$50 million annually.
- The Tourism sector has grown the GRA to be a destination of choice for over 2.5 million visitors annually.
- New growth sectors have emerged that are significantly impacting economic growth and employment in the GRA.



# STRATEGIC EXECUTION



EDR's six strategic pillars are essential elements that form the foundation for a balanced scorecard. We sometimes use the analogy of strategic pillars as "load bearing" walls. They support the entire structure of your building, but their placement and design may actually dictate what you can and cannot do in terms of redesigning the layout and function.

For EDR, the six strategic pillars provide structure, focus, support and boundaries for the EDR 2020 strategic plan. They apply to every part of the organization and define what major strategic thrusts EDR will pursue to achieve its vision.

They affect all four of the balanced scorecard perspectives (1.0 Organizational; 2.0 Operational; 3.0 Financial; and 4.0 Customer).

If we excel at these six strategic pillars, we will achieve our vision and the strategic results (targets) in the balanced scorecard.

# 2019 PRIORITIES

## Increased Incremental Investment

For EDR to achieve its bold strategic intents and objectives it will continue to develop new long-term, sustainable and incremental revenue streams. EDR will work to secure more than \$1.5 million in meaningful and diversified incremental funding in 2019. To do this, EDR will seek to attract investments from other levels of government, partners and foundations to advance the organization's sector strategies and entrepreneurial services.

The 2019 leverage ratio is budgeted to be .83:1.0 (i.e. partner/alliance investment: City of Regina core investment). EDR will leverage an additional 83 cents for every dollar invested by the City in 2019, as compared to a projected year-end ratio of .76:1.0 in 2018, and actual results of .60:1.0 in 2017 and .55:1.0 in 2016.

## Strong, Competitive Identity

EDR will enter the second year of the "Regina Advantage" initiative, which articulates and promotes the GRA's competitive identity and quality of life. Engaging EDR's stakeholders will be a priority as the organization works to illustrate Regina's competitive identity and share its success stories. Promoting the GRA's event, convention & tradeshow assets, visitor experience and quality of life will be an additional priority in 2019, along with a continued focus on Agri-value Supply Chain.

Tourism marketing will continue to build on EDR's success in reaching the regional market. Over 2.4 million people in 2017 experienced the GRA's authentic tourism assets. In 2019, tourism destination marketing will focus on content generation, stakeholder engagement and sector growth, as well as enhancing Tourism Regina's already successful social media platform and reach.

## Robust Entrepreneurial Eco-System

Robust community partnerships and investments have resulted in Regina's first Entrepreneurship Strategy gaining momentum. EDR along with the Council for Entrepreneurship Growth (CEG) and other key stakeholders will advance jointly identified priorities within the strategy, including Audacity YQR, Indigenous engagement and ideation in 2019.

EDR will also work closely with agencies such as Innovation Saskatchewan to support the growth and commercialization of technology and increased productivity for economic benefit to the GRA.

In collaboration with the CEG, EDR will advance jointly identified priorities from the Entrepreneurs Powering the Greater Regina Area, A Community Strategy. These 2019 priorities include:

- Continued development of the Audacity YQR movement to build a community of entrepreneurs and promote that Regina is, without a doubt, an entrepreneurial city;
- Alignment of entrepreneurial programs to Indigenous entrepreneurs in the GRA and;
- Increased availability of mentorship opportunities for all entrepreneurs.

In addition to the priorities of the CEG, EDR has identified inclusion in entrepreneurship as a priority for 2019. This will include a continued partnership agreement with Women Entrepreneurs of Saskatchewan (WESK) and the Saskatchewan Immigrant Nominee Program (SINP) to align efforts to advance women and newcomers in entrepreneurship in the GRA respectively. Further to this, we are pursuing engagement with secondary and post-secondary institutions as well as student groups to support the next generation of entrepreneurs.

In 2019, EDR is projecting to work with over 550 entrepreneurs in the GRA and significantly support the launch of 10 businesses with 4 being identified in our key sectors. This will be accomplished through our partnership with Square One, SINP and our services through sector development and investment attraction.

## Smart Growth Sector Strategies

The advancement of key industry sectors where the GRA has a distinct competitive advantage helps to ensure the GRA's economy is diversified and growing. Having built the organization's sector strategies, EDR embarked on a mission to address challenges limiting growth and to identify projects that will meaningfully advance the economy.

EDR will engage in broad stakeholder outreach to develop a community-led Tourism Sector Strategy, which will guide the organization's visitor services, destination marketing, product development and sector growth initiatives. In 2019, tourism product development will be prioritized to create new and innovate visitor experiences in the GRA.

Within the Events, Conventions and Tradeshows (ECT) sector, EDR will continue to collaborate with Evraz Place, ECT Alliance, Regina Hotel Association and key stakeholders to focus on the attraction of more conferences to the GRA, which will supplement our ongoing efforts to attract major sporting and industry events. In addition, developing home-grown signature events, tradeshows and conventions will be a priority.

With key partners, EDR led the creation of Protein Industries Canada Inc. (PIC), an industry-led consortium that secured \$153 million in Federal Government funding, and hundreds of millions of private sector investment commitment. EDR will focus on attracting investment and offering programming that will position the region as a food processing, agriculture technology and agriculture venture capital center. In 2019 EDR will work to activate the regional plant-protein supply chain cluster with an enhanced emphasis on investment attraction, Indigenous engagement and business creation.

EDR will collaborate with industry stakeholders to identify and advance projects within areas surrounding technology from our targeted sectors, specifically agriculture and precision manufacturing.

## Identification of New, Strategic Opportunities

The world is changing and with it the GRA's trading partners, labour force, sources of innovation and inspiration are evolving. EDR's stakeholders have encouraged the organization to be transformational in our thinking, identify opportunities that will differentiate the GRA nationally and internationally, and ensure the continued growth of a diverse and sustainable local economy. To accomplish our ambition, we must look beyond past experience and envision the city and world as it will be – and as it could be in the future. If we channel collective efforts, identify new strategic, emerging and transformational opportunities, we will chart this direction. EDR, along with key stakeholders, will maintain the flexibility and core competency to identify and broker opportunities that will drive the GRA's economy into the future.

In addition to identifying new emerging opportunities, EDR will continue to advance the business cases for a PTSD Centre of Excellence, a multi-jurisdictional attraction strategy, a Regina Tech Industry growth plan, and a local supply chain and procurement framework.

# 2019 STRATEGY MAP

## 1.0

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

### ORGANIZATIONAL PERSPECTIVE

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

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

### KEY PERFORMANCE INDICATORS

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

### 2019 TARGETS

#### TARGET 1.1

Ongoing and new partnerships/alliances developed that allow EDR to deliver on emerging 2019 priorities

#### TARGET 1.2

Employee engagement and enablement survey aggregate score of 80%

## 2.0

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

### OPERATIONAL PERSPECTIVE

To succeed, what must we excel at?

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

### KEY PERFORMANCE INDICATORS

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

### 2019 TARGETS

#### TARGET 2.1

Achieve 80% overall aggregate score across all elements of annual stakeholder survey

#### TARGET 2.2

Identify five and execute a minimum of two key projects and initiatives that advance the overall business climate within the GRA

#### TARGET 2.3

Based on 2018 baselines, increase the usage of Strategic & Competitive Intelligence tools and products by 5%

#### TARGET 2.4

Develop EDR's Yearly and 5 Year (2025) Strategic Plan

## 3.0

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

### FINANCIAL PERSPECTIVE

If we succeed how will we look to our shareholder?

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

### KEY PERFORMANCE INDICATORS

- Current revenue (2019) and two-year projected revenues (2020 and 2021) are secure and sufficient to resource core functions
- Current and projected projects/initiatives have sufficient internal resources and/or partnerships to support project costs

### 2019 TARGETS

#### TARGET 3.1

Approval of 2019 City of Regina minimum core investment of \$1,812,000

#### TARGET 3.2

Partner/alliance investment (cash & VIK) and third-party contracts in 2019 totalling in excess of \$1,500,000

# 4.0

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

## Vision

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

## Mission

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

### CUSTOMER PERSPECTIVE

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

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

### KEY PERFORMANCE INDICATORS

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

### 2019 TARGETS

#### TARGET 4.1

Increase current tourism marketing activities and social media metrics by 5%

#### TARGET 4.2

Development of a GRA Tourism Sector Growth Strategy

#### TARGET 4.3

Advance a minimum of three new visitor services initiatives

#### TARGET 4.4

Activate a minimum of six high impact events, conventions or tradeshows

#### TARGET 4.5

Support the creation of five tourism products

#### TARGET 4.6

Estimated economic impact (EEI) of future secured ECTs will provide a contribution of \$30 million to the Greater Regina Area

#### TARGET 4.7

Secure one major event with an EEI of no less than \$10 million

#### TARGET 4.8

Execute year two of the Regina Advantage Initiative

#### TARGET 4.9

Five key sector companies with which EDR has partnered will report an expansion; or alternatively, will announce their intention to expand

#### TARGET 4.10

Contribute to the development of one hundred new jobs (FTEs) in the Greater Regina Area

#### TARGET 4.11

Collaborate with the Council for Entrepreneurship Growth and stakeholders to advance jointly identified strategy priorities, including Audacity YQR, Indigenous engagement and ideation

#### TARGET 4.12

Provide business advisory services to 550 entrepreneurs through the programs of Square One, Saskatchewan Immigrant Nominee Program, and sector development services

#### TARGET 4.13

Contribute to/facilitate ten new business start-ups, of which at least four will be in key strategic sectors

#### TARGET 4.14

Develop and execute the GRA Plant Protein Supply Chain Cluster Activation Strategy

#### TARGET 4.15

Identify two new businesses locating, or intending to locate in the Greater Regina Area as a result of investment attraction and creation activities

#### TARGET 4.16

Provide services to 75 investment leads

#### TARGET 4.17

Build a framework that improves the efficacy and economic impact of immigration in Saskatchewan

#### TARGET 4.18

Collaborate with Indigenous partners to develop a Treaty 4 Territory Agri-value Asset & Capacity Map

#### TARGET 4.19

Support the development of a Community Technology Strategy

#### TARGET 4.20

Develop a local supply chain framework that contributes to economic development in prioritized sectors



# 2019 BUDGET BREAKDOWN

**The 2019 Budget supports EDR's successful execution of the organization's balanced scorecard and 2020 strategic plan.**

EDR is currently in its fourth year of consistent core City funding at \$1,719,500. For the 2019 fiscal year, EDR is requesting an economic adjustment to \$1,812,000 to maintain core services. According to Statistics Canada consumer price index, prices in 2018 are 5.38% higher than prices in 2015. In other words, \$1,719,500 in 2015 is equivalent in purchasing power to \$1,812,000 in 2018, a difference of \$92,500. EDR's 2019 request to the City of Regina of \$1,812,000 will bring us up to the 2018 equivalent of the investment amount established in 2015. In addition, on a case by case basis, project funding that aligns with EDR and City priorities may also be requested as required.

Maintaining EDR's programs, services and projects also requires significant additional partner contributions. Projected stakeholder and partner contributions has increased to \$1.5 million in cash and value-in-kind, offsetting budgeted items that are critical to the success of the business plan. Any emerging opportunities may need to be funded by the Restricted Surplus for Special Projects or other partnerships.

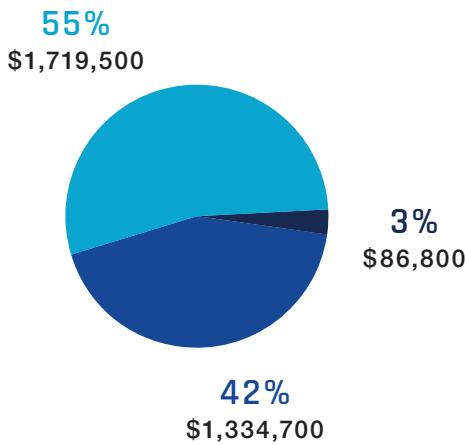
This budget enables EDR to maintain a minimum accumulated surplus in accordance with our policy and offers flexibility to manage cash flow, maintains funds for unanticipated emergency expenditures or unforeseen revenue decreases, and allows EDR to respond to unique opportunities in a timely manner that would not otherwise fit within ongoing operations.

## 2019 Budget

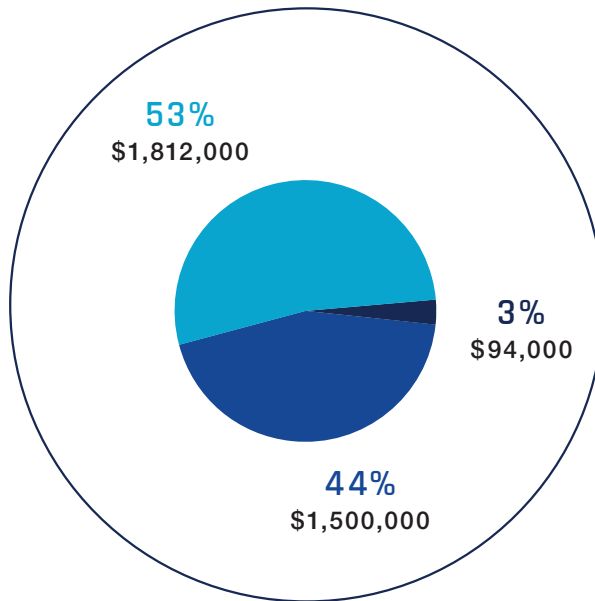
REVENUE	2018 BUDGET	2018 FORECAST	2019 BUDGET
City of Regina Core Funding	1,719,500	1,719,500	1,812,000
Other Revenue	1,285,900	1,431,500	1,594,000
<b>Total Revenue</b>	<b>3,005,400</b>	<b>3,151,000</b>	<b>3,406,000</b>
<b>EXPENSES</b>			
Administration	616,800	611,000	618,500
Enterprise	1,109,301	1,065,300	1,258,200
Tourism	516,650	511,600	530,000
Events, Conventions & Tradeshows	335,050	324,500	327,500
Corporate	563,950	654,800	671,800
<b>Total Expenses</b>	<b>3,141,751</b>	<b>3,167,200</b>	<b>3,406,000</b>
<b>NET INCOME</b>			
(Loss)	(136,351)	(16,200)	–
Transfer from Restricted Surplus for Special Projects	66,351	16,200	–
Transfer from Restricted Surplus for Capital Improvements	20,000	–	–
<b>Net Income (Loss)</b>	<b>(50,000)</b>	<b>–</b>	<b>–</b>

## Revenue Allocation

### 2018 FORECAST



### 2019 BUDGET



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

## Gearing Ratio

EDR has made a strategic emphasis to increase our Gearing Ratio (stakeholder and partner contributions: City core funding). The projected Gearing Ratio in 2019 has doubled that

of a few years ago. For every dollar the City contributes, Partners and Third Party funders are budgeted to contribute .83 cents in 2019.

	2015	2016	2017	2018 FORECASTED	2019 BUDGET
City of Regina Core Funding	1,719,500	1,719,500	1,719,500	1,719,500	1,812,000
Partners & Third Party Funding	703,980	950,446	1,031,622	1,300,000	1,500,000
Gearing Ratio	0.41	0.55	0.60	0.76	0.83





# DID YOU KNOW?



The craft brewing industry accounted for **\$10.7 million in economic impact** in 2017 and sales are expected to grow by 30% in 2018.

New ECTs that will be hosted in Regina in 2019, as a result of the work of EDR and its partners, are expected to contribute **more than \$12 million** in total economic benefit.

EDR forecasts to provide services to **over 800 entrepreneurs** in Regina and area this year.



The Conference Board of Canada forecasts that the Regina CMA economy will grow by an average of 2.2% per year in 2018-2022 and that **our population will reach 276,000** during that time.

The Manufacturing sector in the GRA **contributes over \$4 billion** in sales and accounts for 5.0% of total employment in Regina.

In 2018 the CP Women's Open was hosted in Regina and was **broadcast to over 7 million** Golf Channel viewers across the globe.

**2018 was a landslide year for Regina** hosting mega events including the Mastercard Memorial Cup, Tim Hortons Brier, the Congress of Humanities and Social Sciences as well as the CP Women's Open.

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## CONTACT US

Economic Development Regina Inc.

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



Tourism  
**Regina**



**REGINA**  
Infinite Horizons

Economic  
Development Regina Inc.

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## ECONOMIC DEVELOPMENT REGINA INC. SELECTED 2018 RESULTS AND ACCOMPLISHMENTS

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The EDR 2018 Business Plan included a balanced scorecard with targets, key performance indicators, and strategic priorities, all designed to advance the Official Community Plan and EDR's 2020 Strategic Plan. Selected results and accomplishments include:

### **Incremental Investment and Community Partnerships**

- EDR's target of achieving in excess of \$1.3 million of partner and third-party contracts in 2018 is expected to be accomplished. This includes funds from the partners of the Investment Partnership Program, the Regina Hotel Association investment, other Partner and Stakeholder investment, business services contracts, and strategic project partnerships.
- The Investment Partnership Program is projected to double the number of partners, totaling over \$1 million (over three years) to support EDR's growth strategy and the ongoing execution of the Regina Advantage.
- The 2018 leverage ratio is forecasted to be .76:1.0 (i.e. partner/alliance investment: City of Regina core investment), as compared to actual results of .60:1.0 in 2017 and .55:1.0 in 2016.

### **Agri-value**

- *Protein Industries Canada* (PIC) was selected as one of five supercluster initiatives - approved to receive up to \$150 million in matched federal funding.
- PIC governance and corporate organization is underway with events taking place across western Canada.
- PIC head office is located in Regina.
- Local Cluster Activation Strategy built to realize momentum and create local economic growth.

### **PATH Cowork**

- First Economic Development and Tourism agency in the country to move into a community co-working space dedicated to collaboration, networking and community building.

### **Events, Conventions & Tradeshow**

- Worked with community partners to bid for 21 **future** conventions and 8 events.
- In addition, EDR is supporting major future event bids including Grey Cup in 2020.
- In 2018, new or one-time ECT's contributed more than \$40 million in total economic benefit. These included LPGA CP Women's Open, University Congress, Memorial Cup and the Brier.

### **Tourism**

- 2.4 million business and leisure visitors expected to Regina this year (based on 2017 numbers).
- Event activation and marketing strategy developed and implemented for major events.
- Opened new visitor information kiosks at Wascana Centre and RCMP Heritage Centre.
- Continuous promotion of the GRA through social and web. Notable results included:
  - A 27% increase in Instagram followers
  - 80,080 video views
  - 7 Regina Ambassadors with #seeYQR hashtag use rising 35%
  - #SeeYQR use on Instagram reached 22,125
- Hosting TourismYQR: Collaborate & Connect.
- Launch of new Tourism Regina website, *tourismregina.com*, showcasing Regina.

### **Regina Advantage – See Further. Grow Higher.**

- The national campaign ran for its first full year in 2018, funded 100% by private sector and our partners.
- Reached 14 key markets with significant companies in the key sectors of agri-value and agri-food, oil and gas, and manufacturing.
- Over 20 million advertising impressions.
- Stakeholders are sharing the Regina Advantage and using materials from the website tool kit in their communications.

### **Entrepreneurship**

- Launched *Entrepreneurs Powering the Greater Regina Area, A Community Strategy* driven by the *Council for Entrepreneurial Growth*.
- Campaign launched to promote and recognize entrepreneurship under the banner of **AUDACITY** YQR, followed by over 1,300 people, which celebrates new, established and aspiring entrepreneurs. It is a movement that supports the messaging that Regina is, without a doubt, an entrepreneurial city.
- Launched an online resource asset map for entrepreneurs in Saskatchewan through Square One.
- Coordinated the delivery of two highly subscribed half-day financing workshops in partnership with the Saskatchewan Capital Network.
- In the first 10 months of 2018 EDR provided services to 502 entrepreneurs in Regina and area.
- 9 new businesses in Regina that were launched this year had significant support from EDR.
- Assisted 163 new immigrant entrepreneurs with establishing their businesses, resulting in \$19,950,000 intended or committed investment.
- EDR met with an additional 290 individuals looking to immigrate to Regina through our Exploratory Seminar which outlines the benefits of establishing a business in the GRA.

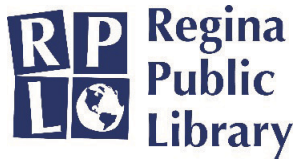
### **Strategic & Competitive Intelligence**

- Led an in-depth economic impact and key demographic analysis for the Queen City Marathon and a Craft Brewing Economic Impact Study.
- Provided an economic analysis and outlook for The Standard and Poors' External Risk Analysis for the City of Regina's credit review.
- Provided economic intelligence and support to help attract transborder flights to the GRA for the Regina Airport Authority.
- Provided the most up-to-date economic data and analysis on the GRA economy to our stakeholders, including the analysis of trends, opportunities and challenges. This included producing a monthly analysis of the economy, called Impact Regina; as well as the Regina Executive Leadership Outlook, a quarterly survey of leading GRA executives, which provides EDR with insight on executive confidence, hiring & investment intentions, and thought leadership on economic issues.

### **Emerging Opportunities – What's Next!**

Pursuing opportunities to support future growth as follows:

- Secured \$150,000 to undertake a business case to establish Regina as a Post-Traumatic Stress Disorder International Centre of Excellence.
- Led the creation of Regina's first technology leadership group who has prioritized labour attraction and retention, as well as mentoring, as short-term priorities to grow the industry.
- Initiated the development of local procurement supply chain framework to support retention and growth of local industry.



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 reginalibrary.ca

October 12, 2018

Mr. Chris Holden  
 City Manager  
 City of Regina  
 P.O. Box 1790  
 REGINA SK S4P 3C8

Mr. Jim Nicol  
 City Clerk  
 City of Regina  
 P.O. Box 1790  
 REGINA SK S4P 3C8

Dear Mr. Holden and Mr. Nicol:

Under Section 21 of *The Public Libraries Act, 1996*, the Board of Regina Public Library has made estimates for the sum required to operate the Library for the year. The Library mill rate request for 2019 is 0.73285 (\$21,202,475), and the Library Board is requesting a mill rate increase of 1.8 per cent. The Library's budget will also include \$1,374,532 as projected revenue from grants-in-lieu.

Revenue from tax sources can be summarized as follows:

2019 Library mill rate	0.73285
2019 City of Regina net levy request	\$ 21,202,475
2019 Grants-in-Lieu	\$ 1,374,532
 Mill rate increase over 2018	 1.8%

The Regina Public Library Board is submitting its full budget under separate cover, and looks forward to presenting the Library's request to Council on November 14, 2018.

Sincerely,

A handwritten signature in cursive script, appearing to read 'Sean Quinlan'.

Sean Quinlan, Chair  
 Regina Public Library Board of Directors





# 2019 MILL RATE REQUEST

2019 LIBRARY MILL RATE	0.73285
2019 CITY OF REGINA NET LEVY REQUEST	\$21,202,475
2019 GRANTS-IN-LIEU	\$1,374,532
MILL RATE INCREASE OVER 2018	1.8%



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# 2018 IN REVIEW

The following section provides highlights of RPL services and offerings in 2018.

## SERVICE PLANNING

Service Planning, one of RPL's most significant projects, continues in 2018. Through it, RPL will create and execute a three-year plan that helps ensure we continue to meet the wants and needs of our customers.

Service planning assures we are using the resources provided to us in a most effective way. It fulfills requirements outlined in the *Regina Public Library's Strategic Plan, 2016-2021*. In the plan, Objective 4.2, "Customers - Valued community service provider and resource," speaks to a continuous cycle of community and staff engagement in program and service planning, plan development and execution, assessment and review, and further engagement.

Service planning began in Fall 2017 with an exercise to gather opinions and information from our customers, staff and potential customers. Feedback suggests RPL focus on four service objectives, or "outcomes" - Community, Reading, Learning, and Culture.

Four teams of RPL employees are presently reviewing library offerings to determine whether changes should be made to those services and/or how we deliver them, as well as considering new services not presently available.

The teams will offer recommendations to populate a three-year action plan. The plan is set to be approved in Fall 2018, and implementation will begin in January 2019.

The following year in review outlines information about 2018 from the perspective of the four outcomes: Community, Reading, Learning, and Culture.

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# OUTCOME: COMMUNITY

RPL delivers benefits for everyone: both existing and future library customers. The public library's unique mandate ensures that residents have a place to gather, to share ideas and to build a sense of community. Libraries are a foundation for civic engagement, and act as honest brokers for diverse perspectives – a place where we can all learn from each other about our multicultural heritage, our experiences as treaty people, and our individual and shared history, and to gather in hope and aspiration for the future.

## BASELINE STUDIES

To ensure we continue to meet the needs of our community, RPL will seek feedback from citizens and library stakeholders in late 2018 to establish baselines for two objectives in RPL's strategic plan. These two community objectives are:

- 4.1 Stakeholders: RPL will survey stakeholders about RPL's commitment and contribution to sharing ideas and further social and economic development in the city; and
- 4.3 Citizens: RPL will survey citizens to determine whether they see RPL as a hub in the community, and the degree to which the library is viewed as a gathering place, and a place that encourages and facilitates the practical application of democracy.

## VISITS TO RPL LOCATIONS

The number of visits to RPL branches is up 10 per cent since 2013. There are several reasons why RPL believes this is occurring: library usage is mirroring the population growth of the city and newcomers taking advantage of the public library; there is an increased number of citizens looking for space in which to spend free, quality time; and RPL continues to increase and improve its program offerings.

The library creates comfortable spaces that support interaction of community members and the sharing of ideas. We are responding to community demand to be a place where people come together, and as a result, the community is making increased use of our spaces.

RPL's commitment to community engagement ensures that a community and branch plan define our programming and service experience at each location.

## PROGRAMMING

RPL has improved its programs to balance larger, broad-based events with individual programs and series. RPL has updated its program delivery approach to accommodate people's schedules: we are increasing drop-in programming, after-school programming, and volunteer-based programs, and increasing our flexibility to add sessions to waitlisted programs whenever possible.

<b>PROGRAMS</b>					
<b>Total Number of Programs</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
<b>Children's programs</b>	2,840	2,944	3,028	3,000	3,079
<b>Young adult programs</b>	266	285	225	364	602
<b>Adult programs</b>	705	814	1,039	1,137	1,647
<b>Literacy programs</b>	835	802	806	1,152	1,412
<b>Dunlop programs (excluding exhibitions)</b>	122	159	205	320	179
<b>Film programs</b>	544	611	555	542	561
<b>Computer programs</b>	759	587	622	483	n/a*
<b>TOTAL</b>	<b>6,071</b>	<b>6,202</b>	<b>6,480</b>	<b>6,998</b>	<b>7,480</b>

\*In 2017, Computer program data was integrated into Adult programs.

While the number of programs at RPL continues to increase, the increases are in specific areas. For example, in 2017 RPL doubled the number of small group literacy workshops to accommodate demand. Volunteer-based programs are also in high demand, so additional programming was offered. RPL has increased the number of programs at Central Library to generate foot traffic from a variety of demographics, to ensure all walks of life feel welcome and comfortable at our headquarters location.

## **BRINGING PEOPLE TOGETHER**

RPL sees programming as an opportunity to bring people together. We are increasing opportunities for socially isolated individuals – an increasing trend – to join others with similar interests. In 2018, RPL partnered with Family Service Regina to deliver *Thrive*, a free, accessible walk-in counseling service. The service is offered at Central Library and māmawêyatitân centre and is very popular. The partnership is indicative of the ways in which RPL works with partners to meet community needs.

In addition to its formal programming, RPL continues to increase its focus on community-led programs and creating space for people to come together and learn from each other. Uptake on these programs has been positive, and RPL is planning to increase this type of programming in the future.



<b>PROGRAM ATTENDANCE</b>					
	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
<b>Children's programs</b>	58,833	63,262	66,712	63,928	74,634
<b>Young adult programs</b>	2,835	4,584	1,920	3,053	3,242
<b>Adult programs</b>	11,277	13,571	18,741	16,025	20,622
<b>Literacy programs</b>	4,053	4,298	4,007	4,495	5,168
<b>Dunlop Art Gallery programs (excl. exhibitions)</b>	5,036	3,642	4,749	6,088	4,138
<b>Film programs</b>	10,997	11,906	10,130	9,898	9,146
<b>Computer programs</b>	2,368	1,824	943	872	n/a*
<b>TOTAL</b>	<b>95,399</b>	<b>103,087</b>	<b>107,202</b>	<b>104,359</b>	<b>116,950</b>

\*In 2017, Computer program data was integrated into Adult programs.

## **IN THE COMMUNITY**

RPL participates in multiple community events, festivals and fairs including FanExpo, Queen City PRIDE, the Regina Farmers' Market, National Indigenous Peoples' Day, Bazaar, Nuit Blanche, and the Queen City Marathon. Each branch partners with community organizations to offer in-house events that reach shared audiences to create collective impact. These events continue to increase in size and magnitude as our capacity to reach community increases and improves. Events have included a Mental Health Fair, a Legal Resources Fair and a Financial Literacy Fair. Our third annual International Women's Day program continues to be a high-profile, high-attendance event that celebrates local women and showcases their contribution to the Regina community.

## **PUBLIC COMPUTERS AND WIFI**

Usage of public workstations at RPL continues to climb. RPL continues to implement a hybrid cloud computing infrastructure to improve user experience. In 2018, two additional servers were added to support a greater number of available, locally-hosted, virtual desktops. Infrastructure was also put in place to support an extension of the on-premise datacentre into Amazon's AWS on-demand cloud computing platform. Additionally, virtual desktop images were created which could be offered through the cloud.

These changes significantly augment RPL's high availability, and service continuity abilities of its technology. Our CommunityNet internet connection was upgraded to support both the hybrid cloud computing model, as well as increased levels of public Internet use. RPL also replaced system-wide wireless access points, with a new model which better handles the high-density wireless network needs at most branches.

<b>PUBLIC COMPUTER USAGE, ALL BRANCHES</b>					
	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
<b>Number of sessions</b>	206,045	200,251	207,664	222,411	243,769
<b>Number of hours</b>	100,325	137,777	150,604	206,289	188,377

Free WiFi at the library also continues to be a popular offering, and usage continues to climb.

<b>WiFi USAGE</b>					
	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
<b>Number of connections</b>	no data	541,418	671,257	1,005,429	1,245,306
<b>Number of hours in use</b>	no data	198,549	338,353	474,477	536,421

# OUTCOME: READING

Regina Public Library supports a strong reading culture. We inspire and celebrate the joy of reading. We do this by investing in a diverse and comprehensive collection, and by offering popular programs to assist people of all ages with their reading and literacy skills. We continue to explore the extent to which we inspire and instill a love of reading in Regina.

## READING MATERIAL

RPL offers both print and digital reading material, and customers continue to dispel the myth that print is no longer popular. Physical materials include books, DVDs, graphic novels, and others.

COLLECTION SIZE AND CIRCULATION OF PHYSICAL MATERIALS					
Collection size	2014	2015	2016	2017	2018*
	466,075	471,849	462,709	461,078	480,939
Circulation	2014	2015	2016	2017	2018*
	1.95M	1.88M	2.23M	2.23M	1.68M

\* To end of third quarter

At the same time, the popularity of digital books, eBooks and eAudiobooks continues to increase.

CIRCULATION OF DIGITAL BOOKS, eBOOKS AND eAUDIOBOOKS					
	2014	2015	2016	2017	2018*
eBooks	106,021	107,636	128,440	138,228	109,515
eAudiobooks	22,453	29,366	39,513	49,171	46,480
<b>TOTAL</b>	<b>128,474</b>	<b>137,002</b>	<b>162,926</b>	<b>184,917</b>	<b>155,995</b>

\* To end of third quarter

## STREAMING MOVIES AND MUSIC

The popularity of RPL's streaming content continues to increase. RPL has over 470,000 songs in its online music collection, and over 30,000 television programs and movies available for customers to stream. RPL's streaming content is available to customers through two online libraries: Naxos and hoopla.

<b>CIRCULATION OF STREAMING MUSIC AND VIDEOS</b>					
<b>Music</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018*</b>
<b>Naxos</b>	4,397	6,340	43,783**	32,079	18,238
<b>hoopla</b>	1,344	5,050	6,788	9,278	6,231
<b>TOTAL</b>	<b>5,741</b>	<b>11,390</b>	<b>50,571</b>	<b>41,357</b>	<b>24,469</b>
<b>Video (movies and TV shows)</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018*</b>
<b>hoopla (TOTAL)</b>	<b>2,687</b>	<b>2,175</b>	<b>10,059</b>	<b>12,177</b>	<b>12,216</b>

\*To end of third quarter

\*\*Although specific information is not available as to the reason for this sudden increase, we believe it is the result of informal encouragement by Student Services at the University of Regina to encourage its clientele to use this library resource.

## **POPULAR PICKS**

Popular picks are DVDs, Blu-Rays, and books, typically just released, and in popular demand. These items are made available to customers who walk into a branch. Demand for Popular Picks remains steady and improvements are being considered to increase access to these materials.

## **COPS AND READERS PROGRAM**

RPL has partnered with Regina Police Service and Regina schools to promote literacy to Grade 3 students and their families through the *Cops and Readers* program. The program is designed to help children engage and grow confident in their reading abilities, improve their reading scores and increase familiarity and comfort with police and libraries. *Cops and Readers* provides Regina Police Service an opportunity to demonstrate to children and families that police are friendly, caring and approachable, and are integral to the success and wellbeing of the community. The program will continue in 2019.



# OUTCOME: LEARNING

Regina Public Library provides safe and accessible spaces in which people can study, work, and connect with each other and the world. We offer an extensive array of programs that offer both introductory and more in-depth training opportunities, as well as a wide variety of resources in both print and digital formats to provide direct and passive learning opportunities.

## SUMMER LEARNING PROGRAM - LEVEL UP!

RPL's summer learning program continues to increase in popularity. In 2018 RPL changed its approach by engaging with teachers and schools and hosting a kick-off event during the school year, rather than at the start of summer. This proved a better means of connecting with parents and teachers to demonstrate how the program helps address summer slide. Although the number of programs offered decreased in 2018, the ratio of attendance was higher: In 2017 there was an average of 29 children for every program; in 2018 there was an average 33 per program.

<b>LEVEL UP! SUMMER READING PROGRAM</b>			
	<b>2017</b>	<b>2018</b>	<b>% increase/ decrease</b>
<b>Number of participants ages 12 and under</b>	6,418	10,164	58%
<b>Total hours engaged in reading and learning activities</b>	82,196	100,204	21.9%
<b>Number of related programs offered</b>	447	391	-12.5%
<b>Attendance at related programming</b>	13,332	12,843	-3.6%

## ADULT AND TEEN SUMMER READING PROGRAM

Adults and teens celebrated the joy of reading throughout the summer by participating in RPL's Adult and Teen Summer Reading Contest. This year RPL piloted the use of a mobile app called Beanstack to better track readers and books. Through the app, we know that 767 readers participated in 2018. Approximately 7,761 books were read, compared with 6,851 books in 2017. Our goal is to have 10,000 books read within an eight-week period.

## EVENTS

RPL has increased its offering of large scale community events to engage new audiences and support existing audiences to see the library in new ways. The focus of these events is to bring people with similar interests together, whether by viewing engaging speakers or musical performances, or participating in lively debates. Larger events create a shared sense of place in the community - increasingly important in the digital age.

Recent offerings include a second TEDx event; Hot Topics – a discussion and debate of current events; and Top Shelf Book Club – a panel of local “celebrities” who participate with attendees in discussion of a popular book. To date these events have been well received and well attended, and we attribute success to partnerships with community organizations such as the Regina Symphony Orchestra.

## ADULT LITERACY

Literacy programs continue to increase, as do the number of attendees. Many learners are interested in finding a job, furthering their schooling, reading to their children, etc.

LITERACY UNIT					
	2013	2014	2015	2016	2017
<b>Number of programs</b>	835	802	806	1,152	1,412
<b>Number of attendees</b>	4,053	4,298	4,007	4,495	5,168

USE OF LITERACY COLLECTION – NUMBER OF MATERIALS AND CIRCULATION										
	2013		2014		2015		2016		2017	
	Size	Circ.	Size	Circ.	Size	Circ.	Size	Circ.	Size	Circ.
<b>Literacy A/V</b>	n/a*	n/a	n/a	n/a	n/a	n/a	2	33	2	25
<b>Literacy Kit</b>	n/a	n/a	n/a	n/a	n/a	28	15	301	15	471
<b>Literacy Materials</b>	3,033	6,727	3,227	6,478	3,502	6,896	3,811	11,365**	4,131	12,374
<b>TOTAL</b>	<b>3,033</b>	<b>6,727</b>	<b>3,227</b>	<b>6,478</b>	<b>3,502</b>	<b>6,924</b>	<b>3,828</b>	<b>11,699</b>	<b>4,148</b>	<b>12,870</b>

\* Literacy A/V and Literacy Kits were not counted until 2016.

\*\* Use of the literacy collection increased dramatically in 2016 due to a refresh of the collection.

## VOLUNTEERS

RPL created a new Volunteer Coordinator position in 2017 to grow the number and breadth of volunteer-based programming. Not only does this support the work of the Literacy Unit, it also frees up adult educators to focus on literacy education rather than splitting their time between education and volunteer management.

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## OUTCOME: CULTURE

Cultural and creative opportunities enrich lives. Each are important in developing local quality of life, sense of place and individual well-being. Each also supports social cohesion, builds skills and reduces social isolation by encouraging participation in shared activities. RPL and the community celebrate the library as an integrated cultural institution.

### DIGITAL MEDIA STUDIO

The Digital Media Studio offers dedicated equipment, computers, software and production space for learning and creating music, audio recording, video production and editing, and other creative digital media projects. Opened in April 2018, the studio is designed for small groups and individuals to create and edit media projects involving, but not limited to, video, audio, music, photography, and illustration.

Word of mouth is the primary promotion of the studio, and its popularity continues to increase. There have been 5,105 customer visits from April to the end of August 2018. During this time, 311 people have accessed the Whisper Room, a sound studio with recording equipment, microphones and instruments. The Whisper Room requires booking at least two weeks in advance and is at 92 per cent capacity. Over 200 customers have accessed the specialized computer workstations, and 51 have accessed the green screen flex studio.

### SUN LIFE FINANCIAL MUSICAL INSTRUMENT LENDING LIBRARY

RPL is pleased to partner with Sun Life Financial to offer free access to musical instruments through the *Making the Arts More Accessible* program.

There are 153 instruments in the collection, including acoustic guitars, acoustic bass guitars, electric guitars, violins, mandolins, banjos, and ukuleles (our most popular instrument), as well as a selection of hand drums such as bongos, cajons, doumbeks and djembes. Cardholders can also borrow keyboards and xylophones.

Since May 2018, musical instruments have been circulated 630 times. On average, 65 per cent of the instruments are checked out at any given time. RPL is pleased with this result and has received very positive feedback from the community about this new resource.

### DUNLOP ART GALLERY

Exhibitions in the Dunlop Art Gallery continue to be an attraction at both the Central Library and Sherwood Village Branch galleries.

<b>DUNLOP ART GALLERY</b>					
	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
<b>Number of visitors to Dunlop Central Library gallery</b>	28,199	18,472	21,821	23,619	22,088
<b>Number of visitors to Dunlop Sherwood Village Branch gallery</b>	15,609	15,875	14,192	11,709	11,657

Budget for shows was increased to accommodate installations becoming more complex. Fewer shows were offered in 2017 than in previous years because additional time is required to set up a show – what once required a few days now takes an average of two weeks.

Exhibitions range from eight to 12 weeks based on library traffic patterns, with shorter runs during times when fewer people come into the library and longer runs during busier months. This approach enables a symbiotic relationship with Central Library: the Dunlop Art Gallery leverages the library's attendance cycle to balance attendance, and popular Dunlop shows such as *Material Girls* and *When Raven Became Spider* cause a significant increase in Central traffic.

## **MAKING ART ACCESSIBLE**

In Summer 2018, RPL partnered with Regina Open Door Society and Regina Region Local Immigrant Partnership (RRLIP) to offer *Art Together*, an accessible and welcoming art-making opportunity for newcomers to Canada. Just under 230 customers of all ages worked with artist Madhu Kumar on a series of art projects to foster a sense of place in the community and increase well-being through artistic development.

## **ROADSIDE ATTRACTIONS**

Dunlop Art Gallery participated in *Roadside Attractions*, a province-wide network of over 20 public art works, the majority of which were created by Saskatchewan artists. The project was produced with support from the Canada Council for the Arts' New Chapter Fund and multiple gallery and municipal partners. Dunlop Art Gallery received the highest amount of funding for all projects awarded in Saskatchewan – \$375,000. RPL is proud to participate in this well-received project – one that has attracted considerable positive media attention

## **RPL FILM THEATRE**

RPL made changes to film theatre offerings and operations in 2017-18 to increase interest and gain operational efficiencies. We are optimistic these changes will continue to increase overall attendance for our screenings and partnered events to better support the mandate of the film theatre.



<b>RPL FILM THEATRE ATTENDANCE</b>					
	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
<b>Number of paid-admission screenings</b>	400	433	419	429	486
<b>Overall attendance</b>	6,808	6,368	6,198	6,831	7,006

## **FILM THEATRE ARTIST IN RESIDENCE**

In May 2018, RPL Film Theatre successfully applied for an Artists in Communities Grant to support its first Media Artist-in-Residence. Saskatchewan-born, Toronto-based, and internationally recognized two-spirit filmmaker Thirza Cuthand worked with a group of emerging and first-time queer, trans, and two-spirit film and video makers to script, shoot, edit, and present new performance video artworks in conjunction with a number of local community groups.



## LOOKING FORWARD TO 2019

Regina Public Library has requested a 1.8 per cent increase in its mill rate. The proposed increase will support several changes to RPL's budget, including overall increases in the cost of doing business. Several specific projects to advance *Regina Public Library's Strategic Plan, 2016-2021* are highlighted below.

### SERVICE PLAN

As mentioned above, the three-year service plan will shape direction in 2019. There may be significant changes in programs and services following release of the plan, however RPL is confident any adjustments or changes will be made within the scope of its projected 2019 budget. More information on the proposed changes will be available in late November.

### SALARIES

Costs of both full-time and part-time salaries and benefits have increased due to a 1.25 per cent inflationary increase for 2019 as outlined in the current Collective Bargaining Agreement.

### PUBLIC HOLIDAYS

A pilot to remain open on public holidays was started in 2018 with Thanksgiving Monday and Remembrance Day. In 2019, RPL will continue this pilot and will be open in many locations on the following public holidays: Family Day (February 18), Easter Monday (April 22), Victoria Day (May 20), and Saskatchewan Day (August 5). RPL will also be an active participant in Canada Day celebrations in 2019.

### CAPITAL PLAN BY 2020

The RPL Board of Directors will invest time in 2019 to focus on capital planning and funding to meet our goal of having a multi-year capital plan in place by 2020.

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## DIGITAL BOOKS AND AUDIO BOOKS

As the popularity of eBooks and eAudiobooks continues to increase, the cost for these digital materials is also increasing. In 2018, RPL undertook a public tender process to award contracts to three vendors to provide materials for its collections, ensuring the best value for service investment. Presently we are reviewing data to determine how best to allocate the library materials budget to meet and anticipate customer expectations.

## PHYSICAL MATERIALS

Through detailed analysis of material circulation data, including an assessment of the balance between RPL-owned materials with materials borrowed from other regions in the province, RPL has discovered the need to become more self-reliant in its own print collection. An intentional increase to our physical collection will begin 2019. An increased budget for adult books is a response to customer survey feedback and RPL's effort to become more independent in quickly meeting local needs.

## BRANCH RENEWAL

2019 budget dollars will also be spent on several repairs and maintenance on RPL buildings. For example, the Sunrise Branch roof at the Sandra Schmirler Leisure Centre will be replaced in 2019, the cost of which will be shared with the City of Regina. Glen Elm Branch will also benefit from a more efficient service desk and improved staff work areas.

## ENTERPRISE RISK MANAGEMENT

RPL will be contracting the services of a consultant beginning in Fall 2018 to develop a risk management framework for the organization. A group of managers will be selected to identify, review and assess risks associated with the organization, and a framework will be developed to rank risks in terms of importance, urgency and potential impact. The framework will lead into RPL's internal audit process for 2019.

## MANAGEMENT DISCUSSION AND ANALYSIS

RPL will continue to refine its Management Discussion and Analysis, to provide a more comprehensive look at its operations and future plans. An initial MD&A was developed in 2018 and will serve as the basis for a robust 2019 plan.

## NETWORK SECURITY

An external audit of RPL's information technology security was undertaken in 2018. Due to recommendations from the auditor, RPL will be implementing tighter security provisions in 2019 that include advanced protection tools to improve the security of RPL's digital services, systems and assets.

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## **EDGE ASSESSMENT**

RPL will make use of the Urban Library Council's Edge Assessment Tool to help align technology resources to community priorities. Edge guides libraries to set measurable, strategic goals for digital inclusion, and to engage government and community leaders in meaningful discussion about technology needs and plans.

## **BRAND**

RPL will continue its work to identify, improve and manage its brand – that is, the promise we make to stakeholders and that we deliver through all customer touch points. Finalizing a brand promise and a brand management plan will ensure RPL's public offerings are consistent and aligned with that promise.

## **RPL IN THE COMMUNITY**

RPL will increase its presence in the Regina community where citizens are already gathered. RPL will increase or establish a presence at key events such as the Farmers' Market, The Queen City Exhibition, Agribition, Folk Festival, and more to engage citizens and stakeholders to share ideas and further social and economic development in our city.

**THE REGINA PUBLIC LIBRARY BOARD  
CITY COUNCIL 2019 BUDGET SUBMISSION  
STATEMENT OF OPERATIONS AND FUNDING ADJUSTMENTS**

**Appendix A**

	<b>2019 Budget \$ (Unaudited)</b>	<b>2018 Budget \$ (Unaudited)</b>	<b>2019 Budget vs. 2018 Budget \$ Change</b>
<b>Statement of Operations</b>			
<b>Revenue:</b>			
<b>Taxes and Grants:</b>			
City of Regina tax levy (Note 1)	21,302,475	20,479,000	823,475
Grants-in-lieu of taxes	1,374,532	1,429,000	(54,468)
Provincial services agreement	597,500	597,500	-
Other grants	270,694	678,124	(407,430)
	<u>23,545,201</u>	<u>23,183,624</u>	<u>361,577</u>
<b>Other Revenue:</b>			
Other revenue	731,700	651,000	80,700
<b>Total Revenue</b>	<u>24,276,901</u>	<u>23,834,624</u>	<u>442,277</u>
<b>Expenses:</b>			
<b>Operating Expenses:</b>			
Public services	14,854,453	14,289,160	565,293
Support services	4,588,465	4,334,780	253,685
Administration	1,854,454	1,868,720	(14,266)
Governance	117,000	111,000	6,000
<b>Total Expenses before Amortization</b>	<u>21,414,372</u>	<u>20,603,659</u>	<u>810,713</u>
Amortization Expense	2,796,000	2,634,000	162,000
<b>Total Expenses</b>	<u>24,210,372</u>	<u>23,237,659</u>	<u>972,713</u>
<b>Annual (Loss) Surplus from Operations</b>	<u>66,529</u>	<u>596,965</u>	<u>(530,436)</u>
<b>Funding Adjustments</b>			
<b>Adjustments for non cash items</b>			
Amortization of Capital Assets	2,796,000	2,634,000	162,000
Employment Benefits Obligation	60,000	90,000	(30,000)
	<u>2,856,000</u>	<u>2,724,000</u>	<u>132,000</u>
<b>Funding Provided from Operations</b>	<u>2,922,529</u>	<u>3,320,965</u>	<u>(398,436)</u>

Note:

1 Includes supplementary taxes of \$100,000 (2017 - \$100,000).



**THE REGINA PUBLIC LIBRARY BOARD  
CITY COUNCIL 2019 BUDGET SUBMISSION  
STATEMENT OF OPERATIONS AND FUNDING ADJUSTMENTS**

**Appendix A**

	<b>2019 Budget \$</b>	<b>2018 Budget \$</b>	<b>2019 Budget vs. 2018 Budget \$ Change</b>
<b>Capital:</b>			
<b>Ongoing:</b>			
Library Materials	1,696,379	1,522,965	173,414
Building	-	50,000	(50,000)
Furniture and Equipment	155,000	160,000	(5,000)
Information Technology	361,150	883,000	(521,850)
Land Improvements	-	5,000	(5,000)
Shelving	60,000	60,000	-
Vehicles	40,000	-	40,000
	<b>2,312,529</b>	<b>2,680,965</b>	<b>(368,436)</b>
<b>Major Projects:</b>			
Branch Development (Note 2)	620,000	620,000	-
<b>Special:</b>			
<b>Total Capital</b>	<b>2,932,529</b>	<b>3,300,965</b>	<b>(368,436)</b>
<b>Net Funding Requirements</b>	<b>10,000</b>	<b>(20,000)</b>	<b>30,000</b>
<b>Less other sources of funds:</b>			
Planned Funding from Reserves		-	-
From DAG Reserve		-	-
From Vehicle Reserve	(40,000)	-	(40,000)
	<b>(40,000)</b>	-	<b>(40,000)</b>
<b>Add other uses of funds:</b>			
Planned Contributions to Reserves		-	-
Planned Contributions to Appropriated Reserves - Vehicles	30,000	20,000	10,000
Planned Funding to DAG Reserves		-	-
	<b>30,000</b>	<b>20,000</b>	<b>10,000</b>
<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>2019 Budget \$</b>	<b>2018 Budget \$</b>	<b>2019 Budget vs. 2018 Budget \$ Change</b>
	(Unaudited)	(Unaudited)	
<b>EXPENSES</b>			
Wages, benefits and honoraria	13,968,577	13,668,431	300,146
Purchased goods and services	7,425,795	6,913,228	512,567
Interest	20,000	22,000	(2,000)
Amortization	2,796,000	2,634,000	162,000
<b>Net expenses</b>	<b>24,210,372</b>	<b>23,237,659</b>	<b>972,713</b>

## THE REGINA PUBLIC LIBRARY BOARD

Schedule 2

## SCHEDULE OF LIBRARY MATERIALS EXPENSES

Year ended December 31

	<b>2019 Budget \$</b>	<b>2018 Budget \$</b>	<b>2019 Budget vs. 2018 Budget \$ Change</b>
	(Unaudited)	(Unaudited)	
<b>EXPENSES</b>			
Books	1,069,379	1,004,900	64,479
E-books	312,000	220,000	92,000
DVDs	235,900	215,065	20,835
Sound recordings	79,100	83,000	(3,900)
<b>Net expenditures</b>	<b>1,696,379</b>	<b>1,522,965</b>	<b>173,414</b>