

RPL BOARD OF DIRECTORS MEETING**July 26, 2022****Central Library Boardroom and Teams Videoconference****MINUTES****In Attendance:**

S. Quinlan, Chair
M. Gavigan
S. Grebinski
J. Oni
C. Kobayashi
P. Lerat
C. Zankl
Councillor J. Findura
Mayor S. Masters
J. Barber, Board Secretary

Also in Attendance:

K. Saunderson, Executive Director, Service Innovation
G. Kruger, Executive Director, Finance & Strategy
A. Christensen, Executive Director, Central Library
K. Hintz, Executive Director, Branch Libraries
N. MacKenzie, Executive Director, Customer Experience
C. Hawkesford, Director, Marketing & Communications
K. Scheurwater, Director, Development
M. Mabi, Director, Community Engagement & Programming
P. Hesselink, Director, People & Culture
A. Yau, Manager, Planning & Research
L. Scheske, Executive Assistant
H. Sackville (minutes)

1. CALL TO ORDER

The Chair called the meeting to order at 4:30pm.

2. ADOPTION OF THE AGENDA

S. Grebinski moved to adopt the agenda. CARRIED.

3. CHAIR'S REMARKS

The Chair recounted a recent trip to visit Calgary Public Library's New Central Library with Councillor Findura and others. He brought back material relevant to fundraising and contact information for Calgary Library Foundation, as well as a package of advertising

materials for RPL's Marketing and Communications team to review. Calgary's new central library is a must-see and the gold standard of Canadian libraries, and cost \$245M to build.

4. CONFLICT OF INTERESTS DECLARATION

No conflicts of interest were declared.

5. APPROVAL OF PREVIOUS MEETING MINUTES

C. Zankl moved to approve the minutes of the May 24, 2022 meeting. CARRIED.

M. Gavigan moved to approve the minutes of the May 24, 2022 in-camera session. CARRIED.

6. INFORMATION ITEMS

a. ALA Conference 2022 – C. Kobayashi

C. Kobayashi attended the 2022 ALA Conference in Washington D.C. in June. She reported that the conference went well despite there being less offerings due to travel issues for speakers. She specifically enjoyed sessions on Indigenous perspectives, sustainability, and LGBTQ+ issues, and there is a full report as well as slides for specific sessions available in the Board's Dropbox for Board Members to view.

As part of the conference, she toured the Martin Luther King Jr. Memorial Library, which was recently renovated for \$200M and incorporates spaces for relaxing, reading, and connecting to nature. The memorial library includes an event space which opens to the green roof and provides a revenue source. She noted that at this library and other recently renovated or rebuilt libraries, green space and connection to nature is a main component – it would be a dream to see this for RPL.

Though there was a great session on LGBTQ+ inclusivity, "Queering the Library", it was disheartening to find that the session had to have security. When the session was presented at PLA, the host library received death threats and Proud Boys demonstrators attended queer story time events.

C. Kobayashi reported that the MLK JR. Memorial Library incorporated history of its city, Washington D.C. This inspired her to think of Regina's history and history of LGBTQ+ people in Regina, and how RPL could bring people from that community in to help tell that story possibly through the Prairie History Room.

Speakers at the conference included R. L. Stine and Tiffany Haddish, the latter of whom spoke on her connection to libraries as a support when she had fallen behind academically due to her early life in the foster care system. It would be great for RPL to have a speaker like that, or to partner with other libraries on a celebrity speaker.

b. Chair's Report

The Chair shared meetings that he had attended since the last public Board Meeting.

C. Kobayashi moved that the Board receive and file the information items. CARRIED.

7. STRATEGIC PLAN

a. Leadership Development Plan Overview (1.1.1)

Paula Hesselink introduced the Leadership Development Plan. The goals of this plan are to understand competencies required to lead, to ensure RPL's leadership can carry out its strategic mission, and to identify and develop leadership potential. There are initiatives already underway, including a review by Korn Ferry of out-of-scope positions, ensuring compensation and competencies align with those roles. In Spring, work began to identify leadership essentials training to develop leadership competencies more firmly. This work ties into strategic initiative 1.1.2 ("Facilitate an environment of purpose and shared success") as the goal is to develop leaders with a shared purpose, and a culture of shared purpose. There is a risk that key people leaving will create gaps in the knowledge base and skills base – this is about identifying and developing talent so that RPL can fill those gaps with internal people.

Discussion:

- S. Grebinski commented that this new survey was more reflective and representative of staff than others she had seen.
- M. Gavigan agreed, and asked if this new survey indicated any progress since the last survey was done on employee engagement – additionally, had the pandemic impacted this positively or negatively? Paula tied a response into 1.1.1 and 1.1.2, stating that it was a conscious decision to move away from the survey done in the past, and that this tool based on RPL's values will be better for year-over-year comparison. She confirmed it was difficult to make a direct comparison between results, although anecdotally they did seem better in this year's survey. We can always do more, and employees can always be more satisfied. M. Gavigan agreed

the response was positive, and was pleased with alignment of Strategic Plan goals to develop staff for internal advancement.

- The Chair thanked Paula for her report.

b. Thrive Survey and Baseline Report; Strategic Initiative Plan Overview (1.1.2)

This initiative is closely tied to initiative 1.1.1 and involves identifying clear competencies for employees. Paula Hesselink explained that the plan seeks to clarify the way to progress and what training is required for current staff, including the recruiting and performance planning processes. The final key initiative, which will require significant discussion with the Union, is to explore options for a formal recognition program for employees. Priorities were identified in the Thrive Survey conducted in Spring 2022 which will guide areas of focus for improvements.

Discussion:

- C. Zankl commented that the survey results indicated employees of under one year are very satisfied, but employees of 1-5 years are less satisfied, and asked for any insights into this statistic. It is good to have the positive response from new employees, this shows that RPL's culture is welcoming. Paula suggested that being hired during or just before the pandemic hit may have impacted employee's experience of RPL's culture, or perhaps part time staff who expected to be full time by now; regardless, this is an opportunity to work with that group of employees, and it's good that new employees are happy to be at RPL.
- C. Zankl asked about the net promotor score – 60% of management reported as passive. She asked if it was an “aha” moment in terms of impact on teams, and what strategies could be used to encourage that group to be promoters and instill that in their teams. Paula explained that Praxis defines passive as 7-8 out of 10 – this may point to managers approaching the question more analytically and reflectively, and accounting for the fact that working at RPL is not for everyone.
- C. Kobayashi asked if there were open-ended questions and responses. Paula confirmed, adding that it was anonymous and asked for general comments. These responses were not included in the report but were shared with the Leadership Team for deeper understanding. The intention is to follow up with short pulse surveys on specific topics to dive deeper on the issues identified in this survey.

- C. Kobayashi highlighted that a high ratio of managers reported not knowing what constitutes good performance in their own roles. Paula observed that with restructuring, there are several new managers who would not have gone through annual performance planning yet. Additionally, the work with Korn Ferry consultants to evaluate the roles of managers and ensure alignment with competencies and compensation is not complete, and hopefully this will help with transparency and reflection on professional development. C. Kobayashi commented that when this improves, it will also help filter down to the teams of those managers to connect better with RPL and its goals.
- The Chair thanked Paula for her report, noting that the simplified annual survey would be helpful to keep on top of staff engagement.

c. Equity, Diversity, and Inclusion Plan (1.1.3)

Amber Christensen explained the plan, which collects and formalizes several ongoing projects, including the Indigenous Services Strategy, cultural programming, professional development for staff related to Indigenous awareness, and respectful workplace development that was embedded in RPL's former Service Plan. This work isn't starting from scratch, but more bringing these initiatives together with outcomes, goals, and measures.

The initiatives are framed in terms of internal and external – Amber highlighted from earlier discussion of the Prairie History Room that Director of Collection Geoffrey Allen is currently leading a review of the collection to identify what voices are being excluded. Another external piece is ensuring RPL's spaces are safe and welcoming, involving training for cultural competency and reviewing policies to reduce barriers. For example, customers are no longer being asked to remove their hoods, as some people from vulnerable backgrounds rely on that comfort.

Internally, management will undertake an RFP for a consultant on policies and human resources practices to review that aspect of RPL from a third-party perspective; that information will come to the Board. Lastly, RPL has almost completed participation in Urban Library Council's Edge 360 Cohort on antiracism (this language and most of the participants are American, but it is still deeply related to EDI). This cohort is assessing antiracism with policies, digital tools, programs, etc. of participant libraries.

No discussion.

d. Development Plan Report (2.1.5/4.2.2)

Kate Scheurwater began by reporting that RPL is on track to hit the matching gift goal of \$10,000 for the Board and staff campaign and thanked the Board for their support in this. She added that the Spring appeal to donors from previous years had also reached a promising return rate of 13%, and that work has begun on a Fall/Winter appeal. The Development Office recently welcomed Hannah Molano in a part time role to support receipting and documentation, ensuring Kate can focus on campaigns and meeting with donors. Kate commented that the numbers reported in this document change by the day and reflect not only gifts but development activity that will result in gifts later.

Discussion:

- C. Kobayashi agreed that the dollars don't always reflect foundational work in fundraising, and thanked Kate for meeting with each Board Member to discuss giving – it's a good opportunity to connect the Board in and keep them up to date. She reflected on how meaningful it would be for all Board Members to be donors.
- S. Quinlan asked for clarification on \$8K listed with government as the source for the funds, and Kate did not disclose the donor but clarified they would be classified as a government source.
- The Chair also asked about the pipeline, where \$45,500 was listed at the Solicitation stage. Kate clarified this is the stage where a donation is anticipated in a specific amount, but the cash is not in-hand – however, in this case, \$35,000 of that amount was recently received from Sunlife Financial, and that number will be reflected in the next month's financial statements. The Chair thanked her for the report.

e. (Community Engagement Framework &) Partnership Strategy (3.2.3)

Millicent Mabi explained that the work described in this Framework is not entirely new, nor are partnerships at RPL, but the Framework provides more structure around the process. It sets guidelines for partnership building – types of partnerships, criteria to decide to enter a partnership, and initiatives to implement over the course of the Strategic Plan to ensure Strategic Initiative 3.2.3 is accomplished. In the Framework are also role and responsibilities, including portfolios assigned to Community Librarians who will work directly with members of the community.

Discussion:

- C. Kobayashi was glad this would be formalized and measured and appreciated the specified portfolios and offered to discuss potential further connections through her work with United Way.
- C. Zankl asked for more information about the Community Librarian (CL) role. Millicent explained the change to the CL's duties, where 50% of their time will now be specifically dedicated to community engagement. As CLs are placed in branches and have branch supervisory duties, it would typically leave little time for community engagement – there will now be a conscious effort to ensure they have time for both. Community Engagement takes time, we need to be invested if we are committed, and the Framework recognizes the time it will take.
- C. Zankl asked if the CLs meet to share their ideas – Millicent stated this is built into the Framework with different types of meetings: meeting on their own as peers to share knowledge; with Millicent (Director, Community Engagement & Programming) who owns and drives this strategy to better support them; and finally with the Branch Managers, Executive Directors of Central and Branch Libraries, and Millicent, to seek support and advancement of ideas. J. Barber clarified for the Board that CLs are not a new role and have been meeting with the Executive Directors of Central and Branch Libraries up to this point – but the Framework further establishes their role interfacing with CEP.
- S. Grebinski asked if the 50% time dedicated to outreach would decrease as more partnerships were secured and people/communities were brought in to RPL. Millicent explained that the amount would not decrease, as there are people who will still face barriers to coming to the Library – part of the CLs work will be to support those individuals and communities accessing library services from where they are.
- J. Findura asked for more information on the ways RPL would be expanding services beyond the Library's walls, and specifically towards community associations and activities in the community. Millicent explained that even when the communities we serve don't come to the Library, the need for library services stays with them. The work will include building partnerships with different service agencies and building on the partnerships RPL has already. Additionally, the CLs will be hosting mini pop-up libraries in the community at different events. She offered several examples – firstly, RPL's relationship with the University of Regina will allow RPL to expand some services to international students, university faculty, and more. There are plans to

expand this to Saskatchewan Polytechnic as well. For Ukrainian refugees arriving in Regina, RPL will be working with the Ukrainian Canadian Congress to deliver information sessions every Saturday morning. Finally, Regina Immigrant Women's Centre has reached out to partner for services to that community – all this work will support the goal of expanding the RPL experience to more people in the community.

- J. Oni celebrated the business community's inclusion in the Framework and noted that this was particularly important as there is limited time for people in the business community to visit the library and use services, making it important to bring the library to them. She looks forward to feedback from people who interact with RPL in the community in this way.
- S. Quinlan asked if there were plans to include the Board more in community engagement. Millicent shared that while she stopped at the CEO level with this plan, it was a good idea, and she would work with K. Saunderson and J. Barber to incorporate that role. The Chair thanked her for her report.

f. Customer Satisfaction Survey Benchmarks (3.1.2 & 3.1.3)

Nancy MacKenzie discussed the Customer Satisfaction Survey, which was developed with Praxis and completed in April 2022. The explanation referred to items 7f and 7g on this meeting's agenda.

The objective of the survey was to discover opportunities to improve the RPL experience, and to get to know our customers better. Additionally, the survey created a benchmark to establish progress which will be reported next year. Lastly, the survey supports work on the Customer Experience Framework (5.0) and Service Delivery Plan (3.1.3) which will be presented to the Board in September, and the Community Responsiveness Plan (3.1.2) presented in May. The survey measures the 4 components of the RPL experience – Customer-Centric, Welcoming Spaces, Exceptional Value, and Enjoyment – in each of RPL's service areas. Results of the survey found that customers are overwhelmingly supportive of RPL's work, which made it difficult to identify areas to grow, but Praxis identified several to target in the Customer Experience Framework and in other blocks on the Strategy Map.

Discussion:

- S. Grebinski reflected on a customer comment, where the customer stated she was sorry that she'd missed an RPL program, and asked how this issue with information

could be solved. Nancy confirmed that we could improve in that area, and that some of the work of this survey will be separating out and categorizing these qualitative responses to get more insight.

- S. Grebinski asked for clarification on what collections were being referenced in the survey question on “affordable and accessible” collections. Nancy confirmed it was all RPL collections, and that responses indicating there were costs to access collections could represent fines (though RPL no longer charges fines) or RPL’s tax levy on municipal property taxes.
- S. Quinlan thanked Nancy and confirmed that this survey will be conducted annually.

g. Customer Satisfaction Survey Benchmarks (5.0)

Nancy MacKenzie confirmed that her comments on the Survey also covered item 7g.

h. Strategic Imperative Survey and Benchmark

J. Barber explained that the Strategic Imperative is the top measurement on the Strategy Map, and the measurement is very straightforward – is RPL positively impacting the community? A few additional questions were added to the survey, because adding questions is inexpensive when a survey has already been initiated. The Strategic Imperative does not have a plan of its own, but seeks to measure the cumulative activity of all the blocks together. Actions of different blocks on the Strategy Map flow up to create variation in the Strategic Imperative measure. After this meeting, Alvin Yau (Manager, Planning & Research) will be presenting the findings on this measure.

No discussion.

J. Oni moved that the Board receive and file the Strategic Plan items. CARRIED.

8. DISCUSSION AND DECISION ITEMS

a. Board Committees

i. HR Committee

1. Annual Plan

Updates were added to the Annual Plan for the July Board Meeting.

J. Barber noted a mistake on Strategic Initiative 3.2.3's deliverables for the meeting, where the coloured status bar should be green to indicate no issues.

M. Gavigan moved that the Board receive and file updates to the 2022 Annual Plan.
CARRIED.

2. Letter of Understanding – Summer Students

Two LOUs are included – one which allows 4 summer students to be hired to work at the library, and one which allows up to 18 additional summer students to be hired for the purposes of the RFID conversion project. With these LOUs agreed and signed, the main LOU (covering 4 summer students) will be pulled into the CBA to allow RPL to hire summer students in the future.

M. Gavigan moved that the Board approve the LOU with CUPE 1594 Local regarding Summer Students. CARRIED.

3. Letter of Understanding – Summer Students for RFID Project

M. Gavigan moved that the Board approve the LOU with CUPE 1594 Local regarding Summer Students for the RFID Project. CARRIED.

ii. Governance Committee

1. Strategy Map 1.1.5

At the June 16 Governance Committee Meeting, the Committee determined changes to public accountability and transparency regarding RPL Board activities to recommend to the Board. S. Grebinski thanked C. Zankl for her work identifying these practices.

Recommendations include the following:

- Verbal introductions of motions at Board Meetings, with background and rationale that will be included in the Board's package of materials.
- One-page summaries of Committee business from each Board Committee to be included in the Board's package of materials.

- Continuation of the hybrid meeting format, with delegations presenting in-person when possible.

S. Grebinski moved that the Board approve the changes to public accountability processes as recommended. CARRIED.

iii. Audit Committee

1. Policy Review

a. Investments Policy

No discussion.

J. Oni moved that the Board approve the Investments Policy as presented. CARRIED.

b. Tangible Capital Assets Policy

This is an operational policy and it is brought to the Board for input or comment.

No discussion.

c. Gifts and Prizes Offered to RPL Staff Policy

This is an operational policy and it is brought to the Board for input or comment.

No discussion.

d. Reserves Policy & Budget Model (4.2.1)

Strategic Initiative 4.2.1 specifically addresses reserves for capital and infrastructure projects; this policy formalizes reserves for the first time beyond the Board's annual acceptance of reserves through approval of financial statements.

G. Kruger explained that all the proposed reserves are interrelated, except for the Dunlop Art Gallery Reserve which comes through Canada Council for the Arts and the Saskatchewan Arts Board. The Capital Reserve has been split into Central and Branch Reserves – the

intent is to start addressing the Board's desire to focus on Branch Renewal in addition to Central Library Renewal.

The māmawêyatitân centre Reserve is the first of what we'd like to see for new branches as they are rebuilt, with a lifecycle approach to save for renewing facilities. In the case of mc, the three funding partners proposed this approach, and the City of Regina has recently established a reserve for the shared facility prompting RPL to do the same.

In the case of the Building & Maintenance Reserve, the Shelving, Furniture & Equipment Reserve, the Technology Reserve, and the Fleet Replacement Reserves, all are intended to smooth large variations in spending in those areas. The Shelving Reserve and Furniture & Equipment Reserve are being combined in the new Policy, as they so often balance each other out.

J. Barber noted that a couple of small changes had been made to the Policy since the Audit Committee's approval: Branch Libraries Reserve has been updated to refer to "service points" as RPL occasionally will deliver services outside of Branches; clause 27 has been added under the Technology Reserve – this clause is the same as clause 21 under Building & Maintenance which allows for fluctuations in spending.

J. Oni moved that the Board approve the Reserves Policy and budget model as presented.
CARRIED.

2. Risk Register

The Risk Register is updated twice a year according to the Governance Policy, and the Audit Committee receives it and chooses to refer it to the Board for information. This year the Committee asked the Governance Committee and HR Committee to review specific Board-level risks for follow up. The Governance Committee has reviewed their risk, but due to a meeting delay the HR Committee did not review their risk before this meeting.

J. Oni moved that the Board approve the updates to the Risk Register, with the exception of the HR component. CARRIED.

b. Financial Statements to June 30, 2022

G. Kruger commented on the Statement of Operations. She noted a positive variance in Interest Income due to rising interest rates from the Bank of Canada. Donation revenue is lower than anticipated, as the budget was calculated anticipating RPL would be in a campaign by this time – it is highly unlikely that the \$257K budget will be met this year.

RPL is forecasting revenue at \$288K above budget, largely due to grants received for the Dunlop Art Gallery.

There is a surplus in expenses to date, and there will likely be a surplus in salaries. On the bright side, all Out of Scope positions are now filled, and only 1 key In-Scope position is still unfilled, so the rate of the surplus increasing will slow down and we will catch up on salaries as we fill these key positions. Additionally, as RPL is still in bargaining with CUPE Local 1594, the salaries budget has not been adjusted for that yet.

There is a small surplus in Administrative Costs and Client Services expenses are expected to be on-budget by year end. Materials for the RFID project have arrived, and due to supply chain issues and rising material costs, the project will be over budget by \$40K. This in addition to the renewal of the Outreach space into Community Commons will bring us close to budget by year end.

No discussion.

J. Oni moved that the Board approve the Financial Statements to June 30, 2022 as presented. CARRIED.

9. CALENDAR OF EVENTS

The Chair noted the Calendar of Events, and recommended the Board review the list of professional development opportunities emailed to each of them by Executive Assistant Lynda Scheske.

10. IN CAMERA SESSION

No in camera session was called.

11. ADJOURNMENT

P. Lerat moved to adjourn the meeting at 6:07pm. CARRIED.

Chair

Secretary

