

RPL BOARD OF DIRECTORS MEETING
September 27, 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:

Mitchel Kolbeck, Colliers Project Leaders
Trent Fraser, Fraser Strategy
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
K. Scheurwater, Director, Development
L. Scheske, Executive Assistant
H. Sackville (minutes)

1. CALL TO ORDER

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

2. ADOPTION OF THE AGENDA

C. Kobayashi moved that the Board adopt the agenda. CARRIED.

3. CHAIR'S REMARKS

The Chair welcomed attendees, including members of the public attending via Microsoft Teams, and attending in-person. A meeting room was set up across the hall for members of the public to view the meeting, as the Board anticipated need for additional space at this meeting. He informed attendees that, as determined at the July Board Meeting, there would be rationale provided for each motion at public board meetings going forward. He also informed everyone that all or portions of this meeting may be recorded.

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 July 26, 2022 meeting. CARRIED.

The Chair informed that the approved July meeting minutes would be posted following this meeting.

6. INFORMATION ITEMS

a. Referred Communications

- i. John Bishop
- ii. Robin Clark
- iii. Shawne Arzab

The three letters have been referred to Library Administration for thanks and response. Letters will be publicly posted with the finalized minutes of this meeting.

b. Chair's Report

The Board has reviewed the information items and has had the opportunity to request additional information from fellow Board Members and from Library Administration.

S. Grebinski moved that the Board receive and file the information items. CARRIED.

7. STRATEGIC PLAN

a. Customer-centred Culture Plan 2021-22 Results (1.1.4)

K. Hintz commented on the results and highlights, including the cross-unit workplace culture team and their successes, new signage and training on respectful workplace practices, and steps to raise visibility of senior management. The plan for 2022/23 will be presented at the November Board meeting.

- When asked to comment on the best-case scenario for a new Central Library regarding customer-centred culture and flow of space, Ms. Hintz responded that staff would be the best resource to articulate current gaps and advise on ways to use different spaces in a new building.
- The Chair asked if a new goal had been set, as the Customer Satisfaction Survey results from Spring 2022 had revealed very high marks. Ms. Hintz responded that there are many specific questions from that survey where we can look for improvement, but not one measure to set as a goal.
- J. Oni expressed support for integrating frontline and back office staff in the workplace culture team.

b. Development Plan Report (2.1.5/4.2.2)

K. Scheurwater noted that the first Board/Staff Giving Appeal was a success and thanked the Board and library staff for helping to make it so. She briefed the Board on an upcoming online raffle and a direct mail appeal, both to focus on acquisition of new donors before the end of the year.

c. Service Delivery Plan (3.1.3)

K. Saunderson updated the Board on progress to roll out the Innovation Framework between now and January 2023. Steps include selecting and implementing idea management software, negotiating licensing terms, implementing a cross-functional Innovation Team, and running the first campaign to indicate a problem and seek staff ideas to address it. Evaluation of the process will happen by April 2023, and from there the process could be expanded more broadly to begin soliciting ideas from the public via RPL's website. All ideas would flow through to fit into the larger budget process for the following year.

d. Customer Experience Framework (5.0)

N. MacKenzie explained this newly developed portfolio, which was introduced with the 2022 Strategic Plan to address the way customers perceive their experience at RPL. Customer Experience is a pillar of the new Strategic Plan, and a common thread through all strategic initiatives and business-as-usual activities. We influence customer experience through brand behaviours, and the work will be in supporting individual work units to analyze what a given brand behaviour looks like in their work. The work is measured using the customer satisfaction survey, the Discover Learn Connect staff survey, as well as other pulse surveys, focus groups, and more.

To the earlier question on measuring customer-centred culture, Ms. MacKenzie pointed to the overall satisfaction statistics from the customer satisfaction survey, which was 8.5/10 in 2022 with a target of 9/10 in 2023, and from the Discover Learn Connect staff satisfaction survey, which was 4.7/5 in 2022 with a target of 4.75/5 in 2023.

- J. Oni celebrated themes in qualitative responses from the customer satisfaction survey, including exceptional value and no financial barriers.
- C. Kobayashi agreed that behaviours by back-office staff also influence customer satisfaction, even when they don't directly interact with the public, so good to see the staff survey identifying priorities as well.

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

8. DISCUSSION AND DECISION ITEMS

a. Board Committees

i. Audit Committee

1. Audit Services Plan 2022
 - a. Auditor Engagement Letter

MNP presented its Audit Services Plan to the Audit Committee. The Committee agreed and thereby recommended that the Board approve the Plan and authorize the Chair to sign the Engagement Letter to begin the process.

J. Oni moved to approve the Audit Service Plan for 2022 and to authorize Board Chair Sean Quinlan to sign the Auditor Engagement Letter on its behalf. CARRIED.

2. Budget 2023/2024
 - a. Budget Approach
 - b. Central Library Repairs & Maintenance Report
 - c. Scope & Variance 2023
 - d. Scope & Variance 2024
 - e. Board Budget Request
 - f. Mill Rate Request for Council

G. Kruger explained that RPL is following the City of Regina's multi-year budget approach for 2023 and 2024, with a 2023 budget and mill rate request to be approved by the Board and a 2024 budget and mill rate request to be approved in principle. RPL is working our way back to full operations since the pandemic began, and the 2023 budget assumes that all programs and services will be back to full service. 2023 also introduces a Reserves Policy, where more funds will be moving in and out of reserves which is common in public funded organizations. The Audit Committee recommended inclusion in the 2023 budget of mechanical and electrical upgrades to Central Library to lessen the risk of failures in the short term.

RPL's mill rate request will be shared with City Administration on October 6, and it will be shared publicly on both City of Regina and RPL websites on October 21. On November 2, RPL is set to present its mill rate request to City Council Executive Committee.

- The Chair asked what the mill rate request would mean in terms of the City's mill rate, and the cost to the average homeowner with a home worth \$350,000. Ms. Kruger confirmed that 2023's library mill rate request of a 2.5% increase would be equivalent to a 0.23% increase in the City's mill rate, or around \$0.48 per month for the average homeowner.
- J. Barber added that the Mill Rate Request document as presented is not the final version and still needs some revision.

The Board's Audit Committee has reviewed different drafts of the 2023 and 2024 budgets to ensure that RPL is making efficient and effective use of its resources. As most of RPL's funding comes from Regina taxpayers, the Board approves the budget, and the mill rate required to fund it goes to City Council for decision. This year, the City is budgeting for both 2023 and 2024, so RPL has also prepared a budget for both years.

J. Oni moved that the Board approve the 2023 budget, including proposal of a 2.5% mill rate increase in 2023. CARRIED.

J. Oni moved that the Board approve, in principle, the 2024 budget, including proposal of a 1.78% mill rate increase for 2024. CARRIED.

3. Provincial Services Agreement

Legislation provides for public libraries to receive a resource sharing grant from the Province. The grant is the Province's primary direct funding to public libraries and is subject to annual agreements. In exchange for the funding, RPL agrees to participate in the province-wide public library system through reciprocal borrowing, interlibrary loan, and the union catalogue (all of which are accomplished through the services of the SILS Consortium).

- A board member asked for more information on the costs to RPL to provide the services in the agreement, as it has been noted in the past that the cost was higher than the grant amount. J. Barber confirmed that although RPL does not cost this out every year, the cost of participating in the province-wide system does exceed what RPL receives (the disparity was approximately \$250,000 in 2017 when provincial budget cuts prompted RPL to cost this out). However, some of the value of the grant is in having access to the entire provincial catalogue.

J. Oni moved that the Board approve the 2022-23 Library Services Agreement with the Province and authorize the Chair to sign on its behalf. CARRIED.

4. Financial Statements to August 31, 2022

G. Kruger noted that revenue from interest will be higher due to rising rates, that customer service and building services areas are on-budget at this time, and that there is a surplus in wages due to key vacancies earlier in 2022, all of which have now been filled. The surplus is also due in part to library closures. Surplus is also anticipated in administrative expenses, insurance, and legal services.

The Board has reviewed the financial statements provided by library administration and has had the opportunity to request additional information.

J. Oni moved that the Board approve the Financial Statements to August 31, 2022. CARRIED.

- ii. Strategic Planning Committee
 1. Central Library Renewal (3.2.1)

The Chair invited delegations to present and gave each notice that they would have 5 minutes to present and would then be asked to stay for any questions Board Members had about their presentation.

- a. Delegations

- i. Florence Stratton

- C. Kobayashi asked about the process to respond to questions included in delegations' reports, as she was aware of misinformation in some that could be clarified. The Chair confirmed that there was a process but not during this meeting.

- ii. Mark Wihak

As Mr. Wihak was unable to attend the meeting, Edith Mountjoy read his presentation on his behalf.

- iii. Lorne Beug

- C. Kobayashi noted Mr. Beug's focus on the design and aesthetic of the building and asked if he felt that these aspects trump functionality and ability to serve the community. Mr. Beug said he realizes functionality is important and could see the building renovated and upgraded functionally.
- C. Kobayashi asked if Mr. Beug had been to any newer Central Libraries – Edmonton, Calgary, or Halifax. Mr. Beug confirmed he hadn't seen any, only Calgary's as a construction site.

- iv. Friends of the Regina Public Library (FRPL) – Joanne Havelock, Chair

Upon request from Ms. Havelock the Board Members introduced themselves before she presented.

- M. Gavigan asked how many people FRPL represents. Ms. Havelock stated FRPL has a very large membership, a large profile on Facebook, and a lot of sway with media. M. Gavigan asked specifically for the number of paid members, and Ms. Havelock stated the question was unfair and put FRPL on the spot, and felt it was not relevant. She stated FRPL talks to people, and has input from a large number of people, and couldn't possibly give numbers. She said the question was an attempt to discredit a non-profit doing good work to present public viewpoints where otherwise the Board is meeting in the dark. Ms. Havelock referenced a 2003 decision by the RPL Board to close three branch locations, where 26,000

people signed a petition to keep those branches open and stated that this could be considered FRPL's membership.

- C. Kobayashi asked if Ms. Havelock could comment on the role of FRPL in comparison to other library "friends" groups and explained that other groups work closely in collaboration with the library and raise funds to provide service opportunities to citizens. Ms. Havelock stated that the relationship is different because the Board made decisions behind closed doors, there is need for an organization to draw attention to library issues. She said a fundraising organization is entirely different.
- M. Gavigan asked if Ms. Havelock could comment on FRPL being registered as a fundraising organization and asked how much fundraising FRPL has done. Ms. Havelock stated that the discussion was on the future of Central Library, and that she was here to talk about views FRPL has heard from people over the years. She said she did not see further discussion as useful.

v. Jim Elliott

- C. Kobayashi asked if Mr. Elliott was also part of the group that opposed the Connaught School rebuild several years ago. Mr. Elliott said he was not part of the group, but was aware of the project and was against a rebuild but in support of renovations and expansion, having worked there briefly.
- C. Kobayashi asked if he agreed now that the new Connaught School is a source of pride for the community and provides a higher level of functionality for students that attend with more versatile use of space and design. Mr. Elliott said he didn't have any knowledge on how the community felt about their school, but that a new building may as well be used. He referred to comments he had heard from library staff who said that the Central Library building has been renovated so many times that much functionality of the original plans cannot be met. He stated returning to the bare bones of the building might return some functionality, and that the original intent of the architect was to allow for expansion of the building. Mr. Elliott commented on lack of main floor bathrooms and suggested an expansion could accommodate an additional elevator and ramp on the West side, and could further accommodate other deficiencies with the current building.
- S. Quinlan commented on the change in prime function of Central Library since 1962, including new services, technology, partnered services like counselling – the world is changing, and we're trying to keep up with it in a new building that considers services today and for the next 50 years. Mr. Elliott said he realized that people need services downtown, but that the library isn't necessarily the best provider of that. He noted Carmichael Outreach had expanded their programming

and that there is more space in buildings downtown for those services. Mr. Quinlan responded that those services aren't available now, and Mr. Elliott concluded that a more robust discussion should be had with the public about how services are provided. Mr. Quinlan noted the many partnerships RPL has with service delivery organizations.

vi. Regina Chamber of Commerce – Tony Playter, CEO

As Mr. Playter was unable to attend the meeting, Jeff DeDekker, Director of Communications at the Regina Chamber of Commerce read the presentation on the Chamber's behalf.

- C. Kobayashi asked if Mr. DeDekker could expand on how he felt a new Central Library in downtown Regina could impact business – she explained that a visit to Halifax including meetings with their downtown economic development team had revealed the new library was a catalyst for growth in the surrounding community, that it added vibrancy to the downtown area and to the whole city. She also noted that the Chamber could comment on how businesses have been effected by the pandemic. Mr. DeDekker said he expected a new library would inspire change in the downtown and help spur business to return and more people to live in the downtown core, rather than coming to shop or for a meal and then leaving. He saw it as a piece of a bigger puzzle in reenergizing the downtown and transforming it into what the people of Regina and the Chamber's members would like it to be.
- S. Grebinski asked for the Chamber's membership numbers. Mr. DeDekker approximated 1300 businesses, of which 65-70% would be small to medium business between 1 and 50 staff. He said those businesses are looking for assistance, and by rejuvenating the downtown there would be better opportunity for them and for the city.

vii. Bernadette Wagner

viii. Jeannie Mah

- C. Kobayashi asked for an example of a renovated library comparable in function to a new library. Ms. Mah referenced the Seattle public library and stated that RPL's Central Library has a large empty and flexible reading room space that used to house card catalogues and now has computers. She said that RPL has always been doing more than just books, and should be proud that we've been doing here what other cities are doing now. She commented on a newer arrangement to the magazines collection and how it could house more material.
- C. Kobayashi commented that new libraries she'd visited had spaces to accommodate complex needs, and asked if it was fair to say RPL is limited here.

Ms. Mah responded that the West lot on Central Library's property could be used for an added tower, and RPL already owns that land.

ix. Jim Holmes

- Mr. Holmes stated fundraising was unpredictable and shouldn't be the model for a public library that is supported by taxes. The Chair noted that fundraising is used to provide services and be responsive to new programs that the community asks for.
- Mr. Holmes then asked why there was a request for a mill rate increase in the 2023 budget. The Chair informed him that among other budget items RPL will be increasing wages for staff, which Mr. Holmes agreed with. Mr. Holmes commented that the library should be asking for more of an increase to fund new services and expressed his support for public funding of libraries.
- Mr. Holmes commented that the Board should not discredit FRPL, and that they should be listened to over the Chamber of Commerce as FRPL has 26,000 members and the Chamber has 1300.

b. Central Library Needs Assessment & Project Plan (NAPP)

c. Stakeholder Engagement Summary

d. Polling Report

Having reviewed extensive reports on the Central Library building's condition, history, and impact on the community; having conducted public consultation and polling with Reginaans who rely on Central Library for services; and having met with and consulted many stakeholder organizations throughout the process to determine a best course of action, the Board is prepared to proceed with the decision to build a new Central Library on the current site. Of all options the Board has considered, this approach is best aligned with RPL's strategic imperative to positively impact the community.

The motion was put, and Board Members were given opportunity for questions to Mitchel Kolbeck of Colliers Project Leaders, the Owner's Representative for the Central Library Development Project to clarify any points before voting.

- Mr. Kolbeck gave an overview of the perspective of the NAPP, in terms of alignment with strategic goals and with functional requirements to achieve those goals. Reports developed between 2015-2017 and other engagements were the foundation for the NAPP, as well as looking at other central libraries' space requirements. He noted that the thoughtful presentations from delegations at this meeting had several common themes – consultation, engagement, heritage, and sustainability – and that these can be further addressed as the project advances. He clarified that the NAPP document answers the question about space

requirements needed to serve the community, and value for money for the best way to provide those services.

- J. Findura expressed confusion hearing the theme of lack of engagement and asked what the answer to these comments is considering the Board has been at it for 12 years and asked about the 2020 date on the NAPP report. Mr. Kolbeck explained that there was an engagement process in developing the NAPP document and in other items over the past 15 years that were used to develop the NAPP. He noted that the pandemic somewhat slowed progress on engagement, but partners and stakeholders have still been engaged. All engagement efforts were to provide the best info to the Board to make this motion.
- J. Findura spoke about the City's Catalyst Committee: with all the projects the City is looking at, and with delegations asking about consultation going forward, would working with the Catalyst Committee help provide more consultation? C. Kobayashi noted that the Catalyst Committee had not met yet. Mr. Kolbeck stressed the importance of having a Board motion that states the Board's preference in moving forward with the project. C. Kobayashi confirmed that extensive consultation will be happening through the Catalyst Committee, so there is an opportunity for further consultation there.
- J. Findura questioned how the Board would decide to build new on this site but still be open to speaking to the public and coming back with something different. M. Kolbeck noted that this decision by the Board, if carried, would not mean that the building will be demolished tomorrow. It means that the Board's preferred approach is to build new on this site. City Council's approval is still needed on the heritage question under the Victoria Park Heritage Conservation District Bylaw, which designates Central Library a heritage property. There is also the question of financing which needs to be confirmed with City Council. Until these other pieces are approved, the project can't advance to demolition. J. Findura was glad of further opportunity for consultation and acknowledged that the Board needs to decide. He expressed hope that the Board could achieve something like Connaught School, which resulted in a renewed Cathedral area with more young people moving in. His questions were to ensure that he knew exactly what he was voting on.
- S. Quinlan confirmed that this decision is the Board making a recommendation, and it is the first step of many – but the process must start so that the Board is ready for discussions with the Catalyst Committee among other infrastructure projects. He reiterated that the final decision lies with City Council.
- J. Oni thanked C. Kobayashi for confirming consultation will happen through the Catalyst Committee, acknowledging that delegations had very little time to read

and respond to the reports for this meeting. She stated that the loud and clear takeaway from the meeting should be that there is still opportunity for consultation through the Catalyst Committee.

- C. Zankl thanked delegations for the valuable context but stated that a new build appears to be the best decision from the Board's perspective. However, more information will come forward as the Board goes through this approval process and consultations happens, there could be changes in that process.
- M. Gavigan stressed the amount of work the Board had done to reach this decision – most of the current Board have been living and breathing this discussion and this project for 6 years or more. There is prior work that is being relied on, but this Board has gone through all the options, has consulted the City on heritage, has consulted stakeholders in accessibility, and has been discussing this for years. She explained that consultation is two-sided: an opportunity to create awareness and educate on the rationale behind this decision, and why the Board believes it is the best decision, and an opportunity to hear this feedback.
- C. Kobayashi acknowledged that a lot of the work hasn't been done in public, and there have been calls for the Board to be more transparent. She commented on the narrative of discussions the Board has had that might be missing for members of the public – the vision for a new future for RPL that came from reviewing presentations from leading experts, seeing other new builds, and considering RPL's role in the community from stakeholders' perspectives. She explained that this project is about Regina overall, the opportunity to revitalize downtown and combat negative growth, to drive economic value and make Regina a city that inspires people to stay. Regina is not currently a city people aspire to visit, but we can fulfill that by having the amenities bigger cities have been offering for years. There is also an opportunity in reconciliation. RPL is doing great, but there is no space downtown currently that provides for ceremony for Indigenous communities. Many First Nations are close by and rely on services at Central Library. There is opportunity to engage with these communities to see what they'd want in this space, how we could make them feel more comfortable here. The opportunity is also to ensure everyone who needs to access services can do so effectively. She closed by reiterating that the Board needed to do a better job discussing these things openly and not just going by what experts say.
- J. Oni agreed and said building this library is not for her or even for her child, but for the grandchildren – this is about building the library that people want to come to. It's about seeing where we could be better.

S. Quinlan moved that the Regina Public Library Board concur in the Central Library Renewal Needs Assessment and Project Plan conclusion that "A New Build option is the

preferred approach to meet project outcomes and balance functional needs with value for money” and, further, that the preferred location for a New Build is the historic location on the Library’s property at 12th Avenue and Lorne Street. CARRIED.

J. Oni moved that determination of next steps be referred to the Strategic Planning Committee. CARRIED.

S. Quinlan moved that the Board receive and file the:

- Central Library Renewal Needs Assessment and Project Plan
- Stakeholder Engagement Summary
- Polling Report

CARRIED.

iii. HR Committee

1. Collective Bargaining Agreement with CUPE Local 1594

The Board’s Human Resources Committee has been informed throughout the bargaining process and has had the opportunity to discuss proposals and interim agreements with Library Administration. The proposals were within parameters set by the Committee and the tentative agreement reached has been ratified by CUPE 1594 membership. The Committee recommends that the Board approve the proposed changes to the collective bargaining agreement with CUPE 1594, as presented.

M. Gavigan moved that the Board approve changes to the collective bargaining agreement, as presented, and authorize the Chair to sign on its behalf. CARRIED.

2. Staff Development Day

Staff Development Day is an important event for RPL staff that supports the library’s exceptional quality of services. We have not been able to come together to deliver this event since 2019, and the Board is proud to support an event where staff’s past achievements are celebrated, and their continued development in the public library sector is supported.

MG moved that the Board approve the closure of all RPL locations on January 20, 2023 for the purpose of Staff Development Day. CARRIED.

3. Annual Plan

The Annual Plan, which is based on the Board’s Strategic Plan, includes a timeline for work on each Strategic Initiative. This update includes details on how the plans are going, if any delays are anticipated, and when the Board can expect reports to be received.

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

a. Strategy Map 1.1.5

Discussion about Strategy Map block 1.1.5 has included two components. The governance actions recommended by that Committee came to the Board's July meeting and were approved. At the same time, the HR Committee was discussion with the Library Director & CEO about some internal measures that would also contribute to transparency and information exchange. The two components together would make up the plan for this Strategy Map block.

M. Gavigan moved that the Board approve the actions, as presented, to be added to the plan for Strategy Map 1.1.5. CARRIED.

4. Policy Review

a. Employment of Relatives Policy

The Employment of Relatives Policy has been updated by library administration and is recommended to the Board for approval by the Human Resources Committee. This policy item comes to the Board as it applies to the Library Director & CEO.

M. Gavigan moved that the Board approve the *Employment of Relatives Policy* as presented. CARRIED.

b. Parking Policy

c. Acceptable Use by Employees of RPL Provided Technologies Policy

d. RPL Personal Device Policy

The *Parking Policy*, *Acceptable Use by Employees of RPL Provided Technologies Policy*, and the *RPL Personal Device Policy* are operational policies and are brought to the Board for input or comment before being finalized by library administration.

iv. Governance Committee

RPL's Board Members are appointed for two-year terms and must reapply at the end of their term; applications are also accepted from any full-time Regina resident who is a Canadian citizen over 18 years of age. This application process occurs annually, and 4 positions on the RPL Board are open for applications this fall. The Governance Committee is empowered to nominate on the Board's behalf and functions as the Nominating Committee.

S. Quinlan moved that a Nominating Committee chaired by Starla Grebinski and including Marj Gavigan, Cheryl Zankl, and John Findura be approved. CARRIED.

b. Artwork Purchase

As a category A gallery within the framework of the Canada Council, acquisition of art for the Library's permanent art collection requires board approval. In a stand-alone gallery,

this is seen as a good governance practice since they do not always have the structure and number of staff needed to ensure an objective process. While this issue is less of a concern in a larger, multi-faceted organization like RPL, the Canada Council still requires it.

S. Quinlan moved that the Board approve the acquisition of *Métis Bison Wheel*, by Leah Dorion, for the Permanent Collection. CARRIED.

9. CALENDAR OF EVENTS

J. Barber confirmed that as the budget proposal and CUPE 1594 contract changes have been approved, many dates will no longer be considered tentative.

10. IN CAMERA SESSION

S. Quinlan moved that the Board move in-camera. CARRIED.

The Chair informed the attendees that the Board required an in-camera session to discuss matters that are confidential, and that the Microsoft Teams meeting would end as all business on the public agenda was complete.

M. Gavigan moved that the Board end the in-camera session. CARRIED.

11. ADJOURNMENT

J. Oni moved to adjourn the meeting at 8:14pm. CARRIED.

Chair

Secretary