

**RPL BOARD OF DIRECTORS MEETING
December 8, 2022
Central Library Boardroom and Teams Videoconference**

MINUTES

In Attendance:

M. Gavigan, Interim Chair
S. Grebinski
J. Oni
C. Kobayashi
P. Lerat
Councillor J. Findura
J. Barber, Board Secretary

Regrets:

S. Quinlan
C. Zankl
Mayor S. Masters

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
K. Scheurwater, Director, Development
A. Yau, Manager, Planning & Research
H. Sackville (minutes)

1. CALL TO ORDER

M. Gavigan called the meeting to order at 4:31pm.

2. ELECTION OF CHAIR

The Chair was turned over to J. Barber, Library Director & CEO.

The Chair recognized S. Grebinski as Governance Committee Chair, who informed everyone that, as of November 15 2022, Sean Quinlan had stepped down as Chair of the RPL Board of Directors.

S. Grebinski moved that the Board appoint Marj Gavigan as Board Chair until the legislated election to take place at the 2023 AGM. CARRIED.

The Chair was returned to M. Gavigan.

3. ADOPTION OF THE AGENDA

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

4. CHAIR'S REMARKS

The Chair thanked the three directors that will be leaving the Board at the end of 2022: Sean Quinlan, Starla Grebinski, and Phyllis Lerat. Mr. Quinlan served the Board for over 9 years, and has been Board Chair since 2017. Ms. Grebinski and Ms. Lerat joined the Board in 2016 and 2018, respectively.

In January, the Board will welcome three new members.

5. CONFLICT OF INTERESTS DECLARATION

No conflicts of interest were declared.

6. APPROVAL OF PREVIOUS MEETING MINUTES

An amendment will be made to the previous meeting minutes of September 27, striking the vote count from the motions as stated in the rules of order for the Board of Directors.

S. Grebinski moved to approve the minutes of the September 27, 2022 meeting as amended. CARRIED.

C. Kobayashi moved to approve the minutes of the September 27, 2022 in camera session. CARRIED.

7. INFORMATION ITEMS

a. 2021 Library Sector Year in Review

This item is produced by the Provincial Library and Literacy Office (PLLO) and is a public document available on the provincial government's website. J. Barber noted that the results indicate that recovery from the pandemic is underway, but not complete.

- At a recent meeting, the second year of the Provincial Public Library Sector Plan was discussed with Board Chairs and Library Directors in the province. Another meeting is set for January, and initiatives for the plan are in development at PLLO.
- Additional provincial funding will likely need to be achieved through the sector plan. PLLO administers the plan with information from public libraries, and RPL's information is well represented. This is the first year having the plan active in a new budget cycle, so RPL will be monitoring.
- Though the plan notes Infrastructure as a priority area, it is difficult to find common ground. For all other than the three urban libraries, the responsibility for facilities falls to the municipality. Infrastructure priority in the plan will focus on accessibility in libraries.
- The report displays SPL as having more open hours than RPL, but this data is individually reported, rather than centrally maintained, so it is difficult to be certain how SPL counts open hours.

b. Referred Communications

Referred communications contain responses from the previous meeting of the Board, with one exception that is a communication to the Catalyst Committee that the Board was copied on. The Board agreed that this communication should still be referred to administration for response and clarification.

c. Chair's Report

The Chair noted that this document is partially from S. Quinlan and partially from herself.

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

8. STRATEGIC PLAN

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

The plan for Strategy Map item 1.1.4 was executed through 2021-22. This involved staff engagement and connection, increasing staff understanding of customer-centred culture, creating opportunities for staff to learn and grow, and acknowledging staff exhibiting brand behaviours.

A cross-functional Workplace Culture Group was created in 2021 and has been working to develop a pilot for job shadowing opportunities. A learning from this group has been that staff want to be able to recognize each other for their work on a peer-to-peer level. The team has been successful in problem solving.

Library Leadership completed training in Design Thinking, which will be used as a methodology moving forward. Additional modules are in development.

Measures for the plan are from staff and customer surveys, and there have been increases in results from those areas. There are connections to many other strategic initiatives, and to other units. While this initiative does not require additional funding, it does require strong buy-in from other areas of RPL. Significant risks include losing that buy-in or those connections to other units and initiatives.

M. Gavigan recalled another plan with a more formal recognition and awards program; this work will be less formal, following advice from the Workplace Culture Group to focus on peer-to-peer.

b. Development Plan Report (2.1.5/4.2.2) – K. Scheurwater

The Development office sent out a direct mail piece a couple of weeks ago. There has been a strong response so far, and we are on track to meet campaign goals.

Just before this meeting, a signed gift agreement was received for \$75K in support of accessibility through RPL's outreach services.

Focusing on impact, donations this year have supported literacy learning kits, branch renewal, and accessibility.

C. Kobayashi noted that direct mail campaigns tend to be low in return, but that they are strategies to feed a pipeline of donors and are an important part of the process of building a donor base.

She asked about work to prepare for a potential major capital campaign, with Central Library Renewal now having a Board preference outlined. As the project is not confirmed, preparation for a campaign is hard to determine. Preparation now is the typical work of Development – building a pipeline of donors. For a capital campaign, there would be much more work and need for resourcing. Often a capital campaign's expenses are 10% of the resulting donations. The Board agreed that this is something that should be discussed soon.

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

9. DISCUSSION AND DECISION ITEMS

a. Board Committees

i. HR Committee

M. Gavigan provided an update as Chair of the HR Committee. The HR Committee met recently and discussed the CEO Evaluation. The Committee recommends that the Board engage a consultant, Ken Waschuk, to support this process.

C. Kobayashi moved that the Board engage Ken Waschuk to support the 2022 CEO Evaluation. CARRIED.

1. Annual Plan

S. Grebinski moved that the Board receive and file updates to the 2022 Annual Plan. CARRIED.

2. Korn Ferry Process

Administration has provided analysis and a recommendation regarding out-of-scope compensation.

3. CEO Succession Plan Review

There is an item on the Risk Register for CEO Succession, and the HR Committee was asked to review this. The Plan is mostly based on one from Vancouver Public Library that has been revised to reflect any differences for RPL. The HR Committee recommends that the Board approve the plan.

C. Kobayashi moved that the Board approve the CEO Succession Plan Policy as presented. CARRIED.

4. Policy Review

a. Reasonable Accommodation Policy

The *Reasonable Accommodation Policy* is an operational policy and is brought to the Board for input or comment before being finalized by library administration.

ii. Governance Committee

S. Grebinski provided a brief update as Chair of the Governance Committee. The Nominating Committee appointed at the September Board Meeting carried out the nomination process with analysis based on the Board's skills matrix, and chose 4 nominees from a pool of 25 strong candidates. Nominations were provided to City Council, and City Council has appointed to the Board Olajumoke Oni, Carly Romanow, Kristi Yee, and Piper New. She noted that it was great to have such a strong pool of candidates and thanked the Board for the opportunity to serve as Governance Committee Chair.

J. Findura noted that he spoke highly of the Board's nominees at City Council and explained to fellow Councillors the rationale for the nominations provided.

iii. Audit Committee

J. Oni provided a brief update. The Committee hasn't met since September meeting but have a meeting next week on Dec 13. Focused on Risk Register, reviewed twice per year. 2023 and 2024 mill rate requests were submitted to City Council, Chair and CEO presented to Executive Committee of Council in early November. Decision will be made during Council's budget deliberation Dec 14-16.

b. Financial Statements to October 31, 2022

G. Kruger explained that the focus at this time of year is on the forecast. With the new Solver software, a slightly later Board Meeting than usual, and efforts from managers, there has been increased quality in variance and forecast reporting.

For a long time there has been a significant variance in salaries. With all senior vacancies filled, the rate of increase of this variance has decreased significantly, and RPL is working toward budget. Barring any significant changes in senior roles, this should be much closer to budget next year.

The Board agreed that the variance report was impressive and very clear.

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

As the Board introduced a Reserves Policy in July, the motion for reserve allocations was put, with opportunity for questions:

J. Oni moved that the Board approve allocation of the \$5,001,000 unappropriated surplus as at the end of 2021 to the reserves as follows:

Central Library Development Reserve: \$4,001,000

Branch Libraries Development Reserve: \$900,000

Fleet Reserve: \$100,000

CARRIED.

C. Kobayashi clarified before the vote that the māmawêyatitân centre reserve starts in 2023's budget.

10. CALENDAR OF EVENTS

The Calendar of Events came with a recommendation from administration that the meeting schedule for 2023 be the same as 2022, with 6 meetings occurring every second month starting in January.

11. IN CAMERA SESSION

M. Gavigan moved that the Board move in-camera. CARRIED.

The Board began the in-camera session at 5:19pm.

C. Kobayashi moved that the Board end the in-camera session. CARRIED.

The Board returned to the public meeting at 6:27pm.

There were two motions discussed in-camera that need to be approved at a public meeting to take effect.

M. Gavigan moved that the Board approve changes to out-of-scope compensation as proposed. CARRIED.

M. Gavigan moved that the Board approve adjusted general wage increase for the CEO for 2022 as proposed. CARRIED.

12. ADJOURNMENT

C. Kobayashi moved to adjourn the meeting at 6:30pm. CARRIED.

Chair

Secretary