

**RPL BOARD OF DIRECTORS MEETING  
July 23, 2024  
Central Library Boardroom and Teams Videoconference**

**MINUTES**

**In Attendance:**

M. Gavigan, Chair  
C. Romanow, Vice Chair  
C. Kobayashi  
J. Oni  
P. New  
C. Zankl  
J. Barber, Secretary

**Regrets:**

Mayor S. Masters  
Councillor B. Hawkins  
K. Yee

**Also in Attendance:**

C. Smith, ED, Finance & Strategy  
N. MacKenzie, ED, Customer Experience  
A. Christensen, ED, Central Library  
K. Saunderson, ED, Service Innovation  
C. Hawkesford, Dir., Marketing & Communications  
K. Scheurwater, Dir., Development  
P. Hesselink, Dir., People & Culture  
M. Mabi, Dir., Community Engagement & Programming  
A. Yau, Mgr., Planning & Research  
H. Sackville, EA (mins)

**1. CALL TO ORDER**

M. Gavigan called the meeting to order at 4:30pm.

She began by acknowledging the land on which the Board gathers as Treaty 4 Territory, the traditional lands of the Cree, Dakota, Nakota, Lakota, Saulteaux and the homeland of the Métis Nation.

**2. ADOPTION OF THE AGENDA**

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

**3. CHAIR'S REMARKS**

*No discussion.*

**4. CONFLICT OF INTERESTS DECLARATION**

No conflict of interests were declared.

**5. PREVIOUS MEETING MINUTES**

- a. Board Meeting of May 28, 2024
- b. In-Camera Session of May 28, 2024

c. Board Meeting of June 11, 2024

d. In-Camera Session of June 11, 2024

C. Kobayashi moved that the Board approve the minutes and in-camera minutes of May 28, 2024, and the minutes and in-camera minutes of June 11, 2024. CARRIED.

## **6. INFORMATION ITEMS**

a. Action Items

*No discussion.*

b. Referred Communications

*No discussion.*

c. Chair's Report

*No discussion.*

C. Zankl moved that the Board receive and file the Information Items. CARRIED.

## **7. STRATEGIC PLAN ITEMS**

a. Leadership Development 2023-24 Progress 2024-25 Plan (1.1.1) – P. Hesselink

In the last year, a competency assessment tool has been introduced for In-Scope leaders. This encourages all leaders to plan with those competencies in mind. Competencies have also been incorporated into recruitment for leadership positions such as the ED, Finance & Strategy and positions in People & Culture; as a result, RPL is being more open about the qualities it is seeking in leadership positions. Leadership competencies are essentially business as usual at this point, and fully incorporated into procedures and practices for recruiting, performance reviews, and more.

A refresher course in Leadership Essentials for supervisory positions will be offered in October after having been delayed due to turnover in the People and Culture (PAC) unit.

The updated talent identification process is also fully operational, including searching internally for potential, identifying opportunities for temporary performance of higher duties, and identifying opportunities for professional development. With the Library Association of Alberta's conference coming up in October, PAC will be looking for individuals to recommend attending.

M. Gavigan commented that it is great to see these strategic initiatives become business as usual.

b. Partnership Strategy 2023-24 Progress and 2024-25 Plan (3.2.3) – M. Mabi

RPL has reached significantly more people and community groups than in the previous year – around a 300% increase. The key drivers have been large offsite events like Canada

Day (attended by an estimated 100K people) and other partnered branch community engagement events. Twice the number of people signed up for RPL's programs and services compared to the previous year. More people are being connected with RPL's services and partnered services through community engagement and partnership work.

Business outreach services have been a particular focus, resulting in a 500% increase in people reached through these services over the previous year. In the upcoming year, targeted outreach events for this community will be a strategy.

Data and reporting had previously been challenging for this work, and these processes have been updated to capture data more accurately, and report in a way that better aligns with RPL's strategies and priorities.

C. Zankl congratulated M. Mabi on the dramatic increases in engagement, and M. Gavigan echoed her previous comment about how positive it is to see these processes becoming operational.

c. Strategic Imperative Public Satisfaction Survey (5.0) – A. Yau

The public satisfaction survey was undertaken by Praxis Consulting as part of an omnibus survey.

A. Yau highlighted an increase in Reginans who used RPL's services within a week of the survey and noted that the percentage of Reginans who don't use the library at all has also risen. In demographics, 25–44-year-olds tend to use the library more frequently than other age groups, and level of education is also a significant factor in use of services. People who identify as Indigenous were more likely to have used the library in the week preceding the survey than the general population.

Overall satisfaction is higher than last year, though results show that younger people tend to be less satisfied with RPL. Across the board, mean scores for agreement with statements asserting RPL's positive impact on the community in different ways have gone up from the previous year, where in 2023 these scores had been lower than 2022.

The Board celebrated this progress, noting that higher usage from those identifying as Indigenous is good information for the provincial government to be aware of. It was confirmed that this survey took place with the same number of people as last year, for the same number of days.

C. Kobayashi moved that the Board receive and file the Strategic Plan Items. CARRIED.

## **8. DISCUSSION AND DECISION ITEMS**

a. Board Committees

i. Audit Committee

The Committee reviewed a draft of the 2025-26 budget, which included draft mill rate increase requests for both years. The proposed increases do not include the dedicated mill rate increases for Central Library Renewal that have been approved in principle by Council. There will be more work and evaluation of the budget by administration, and it will be reviewed again by the Audit Committee in September before coming to the Board at the September board meeting.

The updated Risk Register was also reviewed, and one risk related to cyber security has been upgraded – however, after discussing with RPL's insurance provider, the Committee is confident RPL is taking measures to mitigate that risk appropriately.

M. Gavigan noted that in recent years where mill rate requests have been lower, the Board has informed Council that those increases were not keeping up with inflation.

1. Risk Register Update – June 2024

J. Oni moved that the Board receive and file the Risk Register update for June 2024.  
CARRIED.

ii. HR Committee

The Committee hasn't met since the last meeting. Board members participated in the CEO's mid-year performance review in June, and the HR Chair and Board Chair continue to work on CEO Job Profile and 360 review. At the last Strategic Planning Committee meeting, Board members reviewed a draft of the Job Profile for feedback. Now C. Zankl and M. Gavigan are working on a final draft that will come to the HR Committee in August and to the Board in September.

1. Annual Plan Update

J. Barber confirmed that all initiatives are on track and highlighted that Central Library Renewal (CLR) is back on track. He cautioned that for RPL's size as an organization, resources drawn into a major project like CLR may be felt in delays of other initiatives.

J. Oni noted that this has already been a factor with Marketing and Communications, with the Director having to spend much of her time on the CLR project, and this has come up in budget discussions.

C. Zankl moved that the Board receive and file the Annual Plan Update. CARRIED.

iii. Governance Committee

The Committee discussed the board evaluation at their meeting in May. C. Kobayashi attended a session with Governance Professionals of Canada on fresh ideas for board evaluations, which was very valuable. Additionally, the Committee

has discussed the Board Chair evaluation. An overall rework of the board evaluation is the next step.

The Committee is always looking for opportunities for board professional development. The Saskatchewan Libraries Conference in May had a governance session which was more fundamental but did provide some valuable information.

In July, the Committee continued work on the board evaluation, and C. Kobayashi met with M. Gavigan and J. Barber recently to discuss a process for engaging a consultant to deliver a more extensive evaluation every three years. Approval of that work will come to the Governance Committee for a recommendation and then to the Board for approval.

Lastly, provincial library legislation is up for discussion, and a meeting with provincial library directors and chairs is coming up at the end of July. M. Gavigan was involved in the most recent engagement on provincial legislation, so RPL already has recommendations to bring back and review again.

1. Policies

- a. Alcohol for Public Events Policy
- b. Asbestos Management Policy
- c. Conduct and Behaviour Policy
- d. Political Use of Space Policy

The Alcohol for Public Events Policy, Asbestos Management Policy, and Conduct and Behaviour Policy are operational policies and are brought to the Board for input before being finalized by library administration.

The Conduct and Behaviour Policy's only change is due to a clause that impacts it in the Political Use of Space Policy.

C. Kobayashi noted that RPL has had a lot of engagement with the public lately on the topic of room bookings, and it is positive to see so many people understanding the role of libraries in terms of providing space for discussion and standing by intellectual freedom.

C. Kobayashi moved that the Board approve the Political Use of Space Policy as presented.  
CARRIED.

iv. Strategic Planning Committee

M. Gavigan reviewed the work of the Committee over the last couple of months to bring a request to Council for a dedicated mill rate increase and debt financing for the CLR project, and the resulting approval of the debt and approval in principle of

the mill rate increases. The Committee is now working on planning next steps, including thanking people who wrote letters and attended Council meetings in support of the project.

b. Financial Statements to June 30, 2024

J. Oni noted that though there is a significant surplus on the Statement of Operations, that is mainly due to interest rates working in our favour, and the surplus is intended to be moved to reserves at year end. C. Smith added that specifically the CLR Reserve and Branch Libraries Reserve will benefit from this.

J. Oni moved that the Board approve the Financial Statements to June 30, 2024 as presented. CARRIED.

## 9. CONTRACTS

a. Management Consulting

Six proponents submitted responses, and contracts have been recommended to engage MNP and Praxis Consulting. Both were very strong candidates to choose from for future projects.

C. Kobayashi moved that the Board approve entering into contracts with MNP and Praxis Consulting for Management Consulting services. CARRIED.

## 10. CALENDAR OF EVENTS

a. Board Work Plan

*No discussion.*

## 11. IN CAMERA SESSION

J. Oni moved that the Board enter an in-camera session. CARRIED.

The Board began their in-camera session at 5:12.

The Board returned to the public meeting.

C. Zankl moved that the Board receive and file the Capital Development Plan. CARRIED.

C. Kobayashi moved that the Board approve the Project Charter for the CLR Partnership Project as amended. CARRIED.

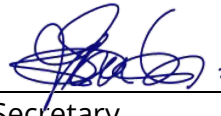
## 12. ADJOURNMENT

J. Oni moved to adjourn the meeting. CARRIED.



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Chair



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Secretary