

**RPL BOARD OF DIRECTORS MEETING  
November 26, 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 C. Bachynski  
K. Yee

**Also in Attendance:**

C. Smith, ED, Finance & Strategy  
N. MacKenzie, ED, Customer Experience  
A. Christensen, ED, Central Library  
K. Hintz, ED, Branch Libraries  
K. Saunderson, ED, Service Innovation  
K. Scheurwater, Dir., Development  
A. Sanders, Dir., People & Culture  
A. Yau, Mgr., Planning & Research  
M. Kolbeck, Colliers Project Leaders  
H. Sackville, EA (mins)

**1. CALL TO ORDER**

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

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**

M. Gavigan noted that there will be additional items on the in-camera agenda.

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

**3. CHAIR'S REMARKS**

The Chair noted that due to the results of the municipal election, Mayor Sandra Masters and Bob Hawkins are no longer members of the Board. Mayor Bachynski is an official member of the Board but could not be available for the meeting this evening.

The Chair thanked Mayor Masters and Councillor Hawkins for their contributions to the Board. The board looks forward to welcoming the new Mayor and Council appointee when one is selected.

**4. CONFLICT OF INTERESTS DECLARATION**

P. New declared that there will be in-camera items for which she will need to recuse herself.

**5. PREVIOUS MEETING MINUTES**

- a. Board Meeting of September 24, 2024
- b. In-Camera Session of September 24, 2024

C. Zankl moved that the Board approve the minutes and in-camera minutes of September 24, 2024. CARRIED.

**6. INFORMATION ITEMS**

- a. Action Items

A meeting with the new Minister of Education will be sought following the Speech from the Throne.

- b. Referred Communications

One communication was received and recommended for receive and file.

- c. Chair's Report

M. Gavigan noted the second fall Council meeting was October 1, not October 11.

- d. Board Professional Development – AFP Fundraising Symposium (M. Gavigan)

AFP South Saskatchewan hosted the Symposium, M. Gavigan attended along with several staff members. The facilitator, Marcy Heim, has offered a 60min free one-on-one consultation with M. Gavigan. She has also offered a session with the board which we may consider as she was a very strong facilitator.

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

**7. STRATEGIC PLAN ITEMS**

- a. Customer Experience Framework Progress 2023-24 and Plan for 2024-25 (N. MacKenzie)

The Customer Experience Framework is a planning tool that outlines a common set of expectations for all leaders and RPL staff, reflecting the commitment to providing excellent customer service. The standards focus on continuous improvement and were used in the work so far on the Service Points Master Plan. These standards guide the daily work of all business units and align with trends observed in other libraries and worldwide.

In 2023, the Customer Satisfaction Survey focused on measuring specific elements of the RPL experience, and terms used to evaluate this were customer-centric, welcoming, exceptionally valuable, and enjoyable. The results revealed that customers were very

satisfied with their library experience. Measuring progress was challenging, but the consultants from Praxis identified priority areas for improvement such as services, collections, programs, staffing, and online experience that are enjoyable, inspiring, and innovative.

This report differs from previous ones by incorporating the Service Points Master Plan into discussion of spaces rather than just focusing on standards and service experience in spaces, collections, staffing, and programming.

For 2024, the Customer Satisfaction Survey was not repeated due to insignificant differences between the two preceding years. Instead, specific areas were targeted with smaller surveys. For example, at George Bothwell branch, the refresh focused on maximizing space for better customer use, including improvements to study spaces, café counter, seating, seminar rooms, and the children's area. Collections were spread out to create more intuitive pathways. Preliminary evaluations show increased satisfaction among customers with children under 18 and with newcomers, especially in the children's area. Indigenous customers also reported higher satisfaction, which is a departure from the previous full Surveys in 2022 and 2023. There have been changes systemwide to improve Indigenous services, including added artwork and programming, land acknowledgments, programming, and social media promotion.

At Sherwood Village, the refresh focused on making the collection more innovative, inspiring, and enjoyable. Staff identified activities to foster these perceptions among customers. A follow-up survey is planned for next week.

This information will be repackaged for different audiences, including the public, staff, and stakeholders.

C. Romanow thanked N. MacKenzie for a great report.

J. Oni asked how the report would be repackaged for the public specifically. The focus for the public will be on how customers are at the centre of all RPL does. The customer-facing report should also focus on demonstrating the physical space of RPL and the services provided in-person, as there are still people who believe library services are only online.

C. Zankl also thanked N. Mackenzie for the report and remarked that it demonstrates the great services, programs and training for staff RPL is doing, and how that translates to excellence in service from staff.

C. Kobayashi asked future survey plans, and N. MacKenzie noted that RPL will be looking forward to the new strategic planning process to determine what measures and methods will be most important to watch in that new plan. In the meantime, administration is mindful of survey fatigue of customers. J. Barber added that Sunrise is undergoing a refresh in 2025, and this will be a point for evaluation.

M. Gavigan expressed gratitude for staff and noted that changes to branch spaces and services translates to staff excitement, which in turn positively impacts service.

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

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

### **a. Board Committees**

#### **i. Audit Committee**

1. Budget Approach
2. Scope & Variance Report 2025
3. Mill Rate Request for Council

C. Smith highlighted that the budget is challenged by inflation, saving for current and future capital plans, and past RPL mill rate requests which have been kept significantly lower, even to zero percent at times. The City will be doing a single year budget for 2025, so only one year is proposed by RPL, but the two-year budget cycle is intended to return for 2026-27. RPL will likely send the mill rate request to the City within a couple of weeks, and will be in front of Council to present in February and maybe March (Council likely approves mill rate in March).

J. Oni noted the history of mill rate requests was a good inclusion, as it shows how RPL has tried to keep the mill rate request low over the years.

J. Oni moved that the Board approve the budget, including the proposed mill rate increase for 2025 and the dedicated mill rate to support the Central Library Renewal project. CARRIED.

#### **ii. HR Committee**

The Committee met once to discuss the 360 summary results from the CEO and the CEO evaluation process. Six policies were reviewed, as was the package of proposals for upcoming collective bargaining with CUPE.

##### **1. Annual Plan Update**

Most initiatives are on track, though J. Barber noted that due to capacity issues associated with staff involvement in the Central Library Renewal project, some will encounter delays. In particular, 3.1.3 on innovation has had capacity issues with both human resources and financial resources limited for acting on ideas brought forward by staff. This will look differently in the new planning process.

J. Oni remarked that the Annual Plan, like the Customer Experience Framework, is a great document showing a high-level view of work outside of individual board members' areas of expertise.

C. Zankl moved that the Board receive and file the Annual Plan November 2024 Update. CARRIED.

2. Policies

a. Education Leave Policy

A. Sanders noted that most changes to the six policies are edits to terminology, nothing substantive has changed.

C. Zankl moved that the board approve the Education Leave Policy as presented. CARRIED.

b. Employee and Family Assistance Program Policy

C. Zankl moved that the board approve the Employee and Family Assistance Program Policy as presented. CARRIED.

c. Safety Policy

C. Zankl moved that the board approve the Safety Policy as presented. CARRIED.

d. Staff Training and Development Policy

C. Zankl moved that the board approve the Staff Training and Development Policy as presented. CARRIED.

e. Volunteer Recognition Policy

f. Social Media Posting Policy

Both policies are operational policies and are brought to the Board for input before being finalized by Library Administration.

J. Barber explained that operational policies reviewed by the HR Committee are ones that do not concern his own employment or impact Board members.

iii. Governance Committee

The Nominating Committee of the Governance Committee met with four available Board positions to fill. A strong and diverse range of candidate applications were received, and the Committee has made four nominations that will be received by Council to consider when making their appointments.

The Governance Committee also reviewed MNP's proposal for the Board Evaluation which will be kicking off next week.

iv. Strategic Planning Committee

The Committee met twice since the last board meeting. In October, the approach for the second round of market sounding regarding procurement for options on a new Central Library was discussed, as was procurement for a Technical Advisor on the project. The Committee received preliminary information on the potential of an offsite operations centre to mitigate risk of failure in this building, which would impact the whole system. Additionally, community engagement on the project was discussed. Lastly, the next strategic planning process will be waiting until the new year when new board members are in place.

In November, the Committee confirmed the process for the board evaluation, received the results of the market sounding, discussed the process for contracts for the Technical Advisor, Legal Advisor, and Fairness Advisor on the Central Library Renewal project, and reviewed more information on the potential operations centre. Approval was delegated to administration to proceed in developing a financial proposal on the operations centre.

b. Financial Statements to October 31, 2024

C. Smith noted the \$1.6M surplus is before reserve transfers and is reported this way for audit purposes in accordance with generally accepted accounting principles. The estimated year end forecast surplus, after reserve transfers, of around \$200K which would transfer to the Operating Reserve represents a tightly managed budget for the year.

C. Zankl remarked that she appreciated the narrative included with the report.

J. Oni moved that the Board approve the Financial Statements to October 31, 2024, as presented. CARRIED.

## 9. CALENDAR OF EVENTS

a. Board Work Plan

*No discussion.*

b. Board Meetings Schedule 2025

Board meetings for 2025 are proposed to continue to land on the fourth Tuesday of every second month at 4:30pm.

C. Romanow moved that the Board approve the meetings schedule for 2025 as presented. CARRIED.

## 10. IN CAMERA SESSION

C. Zankl moved that the Board enter an in-camera session. CARRIED.

The Board began their in-camera session at 5:11pm.

The Board returned to the public meeting at 6:31pm.

C. Zankl moved that the Board approve the Collective Bargaining Proposals as a starting point for discussion with CUPE, and the financial offer as a maximum settlement amount. CARRIED.

C. Romanow moved that the Board approve the Colliers Statement of Work for Central Library Temporary Relocation as presented. CARRIED.

J. Oni moved that the Board approve entering into a contract with KONE Elevators and Escalators of Regina for elevators and escalators repair and maintenance as presented. CARRIED.

C. Kobayashi moved that the Board delegate authority to Administration to approve a contract for a Technical Advisor on the Central Library Renewal project, with a maximum upset value of \$800,000 plus GST. CARRIED.

C. Zankl moved that the Board delegate authority to Administration to approve a contract for a Legal Advisor on the Central Library Renewal project, with a maximum upset value of \$200,000. CARRIED.

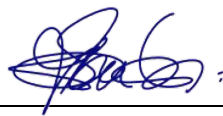
C. Kobayashi moved that the Board approve a capital fundraising campaign for the Central Library Renewal project with a working goal of \$3 million with a counting period from January 1, 2024, to December 31, 2030, with the option to extend the counting period based on project timelines and/or pledge payment dates. CARRIED.

## 11. ADJOURNMENT

C. Zankl moved to adjourn the meeting at 6:34pm. CARRIED.



Chair



Secretary