

MINUTES of the**SASKATOON PUBLIC LIBRARY BOARD**

The Saskatoon Public Library Board met on Wednesday, October 16, 2019, in the Meeting Room, Frances Morrison Central Library.

Present: Lisa Erickson (Chair) Nicholas Kaminski
 John Thronberg Cheryl Starr
 Hilary Gough Elizabeth Kuley
 Brett Bradshaw Carol Cooley, Director of Libraries & CEO
 Rachel Landriault (note taker)

Regrets: Jim Siemens

Guests: Ryan Francis, City of Saskatoon
 Scott Gregor, Director, Finance and Administrative Services
 Brad Bird, Director, Reconciliation
 Laura Warner, Director, Corporate Services & Facilities
 Audrey Sanders, Director, Human Resources
 Janna Sampson, Director, Marketing & Communications
 Beth Cote, Director, Public Services

L. Erickson, Chair, called the meeting to order at 4:04 p.m.

AGENDA

Moved by B. Bradshaw, seconded by E. Kuley **THAT the Agenda of October 16, 2019, be approved as circulated, including any items removed from, or added to the Agenda.**

Carried.

Consent Agenda

Moved by N. Kaminski, seconded by J. Thronberg **THAT the Consent Agenda of October 16, 2019, be adopted as circulated.**

Carried.

Previous Minutes

Moved by B. Bradshaw, seconded by J. Thronberg **THAT the Saskatoon Public Library Board minutes of September 18, 2019, be adopted as circulated, including any revisions to be made.**

Carried.

No declaration of conflict of interest.

B. DEPUTATIONS/PRESENTATIONS/PUBLIC MEETING

No deputations, presentations or public meeting.

C. NEW BUSINESS

C.1 ERP Presentation – City of Saskatoon

R. Francis, ERP Program Manager at the City of Saskatoon presented on the City of Saskatoon's Fusion Project (SAP implementation).

R. Francis indicated that the City of Saskatoon currently has 279 systems that support their critical areas. The objective is to move to a standardized process and a single master software platform.

R. Francis stated that this project will result in several operational efficiencies across the organization. It will allow them to provide greater potential for collaboration, working towards the concept of one city and will equip their employees with the tools they need to be successful in their roles.

- One master data source – one record of truth
- Enhanced controls – managing and reducing the potential for financial and data errors
- Reduction in time consumption of manual and duplicate entry
- Improve and standardize processes
- Significant financial savings through standardized procurement

R. Francis reported that Deloitte prepared the Business Case in 2016, which projected a return on investment of approximately \$40M in anticipated savings and efficiencies in the first six years following implementation. Ongoing savings of \$9.7M/year after the first six years. The Business Case was presented and approved by the Council in 2017, followed by initial capital funding approval. Council approved the final funding of \$27.9M for implementation in 2019. The project's official launch took place on October 1st, 2019.

R. Frances stated that the implementation work would be done through a partnership with PWC. The software is SAP S/4HANA, which includes SAP modules such as SuccessFactors for HR, Analytics for dashboards and report management. This new version of SAP also includes Fiori, an intuitive role-based user experience. He noted that this is an Enterprise Cloud environment that is accessible anywhere through the internet and the upgrades and ongoing maintenance are included in the contract.

R. Francis informed the group on the scope and timeline of the project.

- Wave 1 (Q4 of 2019 to Q3 of 2020) – includes areas across Finance (GL, AP, AR, bank reconciliation, budgeting and payroll). It also includes Supply Chain Management (procurement and inventory), Core HR functions (time & attendance) and operations piece (asset management). Boards and Corporations such as the Library are included in this scope of work.
- Wave 2 (Q1 to Q4 of 2021) – includes HR onboarding, recruiting, learning & performance management. Will allow add-ons for operations, which includes work orders, asset management and project management. Boards and Corporations such as the Library are included in this scope of work.
- Additional information can be found on the Saskatoon.ca website under Fusion.

J. Thronberg asked if this was a proprietary database to which R. Francis responded yes. SAP is the backend of the software, with Fiori as the user interface that runs through a web browser.

R. Francis added that SAP allows for role-based permissions meaning that employees would be assigned a role that gives them permissions to what they can see, do and approve or move forward through a workflow. This will change the typical manual paper processes to a digitized environment which are tracked and automated by the system.

J. Thronberg raised a concern with the speed of Cloud-based applications. R. Francis responded that the IT infrastructure for Boards and Corporations was considered and will be part of the project scope to ensure appropriate network bandwidth is in place. They specifically requested that multiple data centres be situated in Canada. There are safeguards in place to ensure if one data centre goes down, a backup data centre will kick-in promptly.

N. Kaminski asked about the cost to SPL. R. Francis indicated that this is a service provided by the City of Saskatoon and that many of the services affected by this project are currently being offered and used at SPL, which means that the current services that the City provides to SPL will eventually no longer be available in the old system and will require to be moved to SAP.

R. Francis indicated that although there is no cost to SPL for implementing SAP, the City will require SPL's support and involvement over the next two years for the configuration of the application. He added that SAP is highly customizable; however, they will not allow heavy customization to the detriment of future upgrades.

C. Cooley indicated that the timelines are aggressive for SPL. We may need to hire term employees to support this work. She highlighted the fact that this project will achieve many of SPL's objectives and goals in our strategic plan – Preparing for the future.

C. Cooley asked R. Francis to confirm that one of the benefits of proceeding with this project would be SPL's ability to manage their own finance and payroll activities without relying on the City to manage this work for us. R. Francis responded yes.

J. Thronberg asked, and R. Francis confirmed that this application would allow SPL to honour the differences in collective agreements between SPL and the City. R. Francis confirmed that the system will allow Boards and Corporations to be identified as different entities in the system, allowing different configurations.

H. Gough asked if SPL would have the opportunity to sign-up for different modules in stages and opt-out of others. R. Francis responded that there are some modules SPL can opt-out. However, he cautioned that modules such as payroll and finance are integral to how everything works today, therefore, opting out of those types of modules would be challenging for SPL. He suggested it would be in SPL's best interest to go with payroll and finance at the very least.

R. Francis responded that there are different stages for this project. Currently, the City is in the "explore" phase, meaning there will be several conference room pilot sessions where SPL will be able to see the environment and see what a future SAP process would look like. Some of these sessions will be on asset

management and project management which SPL may not need. This will allow SPL to see which modules would be appropriate for them.

B. Bradshaw asked if change management and training was part of the scope of work. R. Francis indicated that training is a significant component and will be offered by the City.

C.2 New Central Library

C. Cooley informed the Board that as a follow-up to the September 23rd presentation, there were found motions made by Council. Two were referred to the City Administration and two were directed at SPL. In response, SPL prepared and sent two reports and a letter requesting to speak at the October 21st Council meeting. We drafted a letter requesting borrowing, and we repackaged some of the information that was in the Business Case to support the City Administration's work in preparing their reports for Council. There is also a meeting scheduled for October 21st to work with the City Administration to assist them in preparing their report to Council.

H. Gough stated that we will be at the top of the agenda, under Unfinished Business on October 21st - approximately 1:00 p.m. She asked L. Erickson and C. Cooley if they want Board members present on October 21st. L. Erickson welcomes board attendance for support if their schedule allows.

C.3 Delegation of Board Authority

L. Erickson stated that per some comments received through the Board Self-Evaluation, the Governance & Nominations Committee recommended that Board members review the Board Resolutions governing the Delegation of Board.

L. Erickson stated the current review cycle is at a minimum of every three years. She would welcome recommendations from the Governance & Nominations Committee as to the review cycles for all the Board resolutions and that the Board might want to review the associated review cycle spreadsheet.

D. REPORTS FROM THE BOARD

D.1 Chairperson Updates

Nothing.

D.2 Lunch & Learn Report

H. Gough and J. Thronberg attended different ICD Lunch & Learn sessions.

J. Thronberg attended the Bullying and Harassment in the Workplace. Key points that were discussed were: Bullying & harassment can go in many different directions in the workplace - from employees and up the chain; performance reviews; denying training or leave with reason. It addressed the importance of Board's having whistle-blowers and bullying policies. More information can be obtained through the icd.ca/safework website.

C. Cooley indicated that SPL has a “respectful workplace” policy in place that covers bullying. We also had a workshop for employees at each location to talk about the difference between harassment and performance management in the past year.

J. Thronberg asked if SPL has a whistle-blower policy, to which C. Cooley responded no.

H. Gough recommended looking at the City’s recent policy that also includes a third-party tool.

J. Thronberg indicated that third-party resources are available; however, he did not know the cost of such services and that the Governance & Nominations Committee might want to consider this option.

H. Gough attended the ICD workshop on Board Representation. The session gave her confidence in the deliberate work of this Board and organization that represents the community. She believes that this Board has a lot of good practices in place to help and support that goal. The benefits of Board representation is relevant to staying connected to its intended audience (membership and community as a whole) and helps us in being prepared to meet challenges and opportunities of the future. There was a lot of focus on being prepared to engage the diversity of viewpoints of Board members and being prepared to hear and embrace conflicting opinions. They recommended assigning a Board buddy to new members and proactively invite new members for a site visit. They discussed the possible difficulties of recruiting a diverse Board. In this scenario, they recommended having non-board members on Committees, which could be a good pipeline onto a Board to give people a gradual welcome into an organization. They did acknowledge that some small logistical flexibilities in how a Board operates could make a big difference in the availability for someone to participate on Boards.

L. Erickson thanked J. Thronberg and H. Gough for attending these sessions and reporting back to the Board.

J. Thronberg indicated that the next ICD local meeting would be at the start of November with Premier Moe as a guest.

E. REPORT FROM ADMINISTRATION

E.1 Director of Libraries & CEO Updates

The Saskatoon Public Library Board received C. Cooley’s report.

C. Cooley informed the Board that the budget presentation is scheduled for November 25th at 1:00 pm. She indicated that she will begin work on the presentation on October 26th and will forward it to the Chair as soon as possible.

C. Cooley highlighted that the report on programming that was shared in this agenda packaged included a request for a 1.5 FTEs in 2021 to support the changes that were implemented in programming.

E. Kuley asked if employees provided feedback following this year’s SPL Day. C. Cooley stated that there was a lot of positive feedback regarding Jorge Cardena’s presentation on community-led offerings. B. Cote received feedback on the afternoon session that provided employees the ability to engage in conversation with each other and provide input. Employees from one of the Branches said that they earmarked some

time at their next unit meeting to continue the discussion around how they could engage in community-led initiatives. B. Bird, the new Director of Reconciliation indicated that this was a great opportunity to see the size of the organization and obtain great perspectives.

Moved by H. Gough, seconded by J. Thronberg **THAT the report from Administration be received as information.**

Carried.

F. BUSINESS CARRIED FORWARD

F.1 Rusty MacDonald Renovations

L. Erickson congratulated L. Warner on her hard work and leadership resulting in the successful renovation of Rusty MacDonald.

C. Cooley indicated they had some very good lessons learned from this experience and that they will be of great assistance with future projects.

J. Thronberg indicated an error in the report that states the branch is 15M sq/ft. C. Cooley confirmed that this is an error and should reflect 15,000 sq/ft.

N. Kaminski asked if lessons learned sessions are always performed for capital projects. C. Cooley indicated that this is the first time SPL managed and have had full control of our project. N. Kaminski indicated that having lessons learned sessions are a good practice and is pleased to see that SPL is doing that. C. Cooley also indicated that they are testing out products that we may want to use for the NCL.

C. Cooley indicated that SPL is following up on feedback received from Carlyle King regarding selection of toys, children's play areas etc. SPL will also rearrange the floorplan in the children's area for increased efficiency.

Moved by J. Thronberg, seconded by E. Kuley **THAT the report from Administration be received as information.**

Carried.

F.2 Board Self-Evaluation

B. Bradshaw reported on the meeting of the Governance and Nominations with respect to the Self-Evaluation and highlighted some of the key points in the report that the Board could address. She welcomed comments from the Board.

L. Erickson thanked the Governance & Nominations Committee for their work.

H. Gough and J. Thronberg indicated support for moving the responsibility of Board member recruitment to the Personnel Committee. The shift of responsibility would require amending the Terms of Reference of the committees and bring them forth to a future Board meeting.

E. Kuley questioned the proposed solution for briefing new members on current issues. She believes the suggestion in the report may not be the solution.

H. Gough indicated they had discussed speaking with new board members before we consider this item resolved.

B. Bradshaw and L. Erickson agreed that in addition to the Committee's suggestion, onboarding and informing new members on current issues could be done through conversation.

E. Kuley indicated her support for assigning Board buddies and assigning responsibility to the buddy for following up with the new members.

L. Erickson encouraged Board members to continue thinking about orientation and onboarding to continue building a culture of learning and development.

C. Cooley informed the Board that she is working on a document that will outline future meetings, key activities such as budget, CEO evaluation, Board self-evaluation, Board recruitment and interviews etc. The document will also set out the Governance & Nominations Committee work on donation policies and guidelines.

Moved by H. Gough, seconded by E. Kuley **THAT the Report from Administration be received as information.**

Carried.

IN-CAMERA SESSION

Moved by B. Bradshaw, seconded by H. Gough **THAT the meeting move in-camera for the purpose of addressing matters pertaining to Economic/Financial – Land as permitted under Sections 17(1)(d) and (e) of LAFOIPP and matters pertaining to Labour/Personnel under Sections 16(1)(c) of LAFOIPP.**

Carried.

Board moved in-camera at 5:12 p.m.

Board moved into public session at 7:58 p.m.

Moved by B. Bradshaw, seconded by H. Gough **THAT the SPL Board proceed with the CEO and Director of Libraries contract as discussed.**

Carried.

ADJOURNMENT

Moved by C. Starr, seconded by E. Kuley **THAT the Saskatoon Public Library Board does now adjourn at 7:59 p.m. to meet again November 20, 2019, Frances Morrison Central Library, 311-23rd Street East, Saskatoon or at the call of the Chair.**

Carried.