



A Regular Meeting of
the Richmond Hill Public Library Board
will be in the Boardroom of the Central Library
on Tuesday, November 19, 2019
at 7:30 pm

AGENDA

1.0 **Call to Order**

2.0 **Regrets**

3.0 **Adoption of Agenda**

4.0 **Disclosure of Pecuniary Interest and the General Nature Thereof**

5.0 **Minutes**

5.1 **Library Board Minutes – October 15, 2019**

6.0 **Correspondence**

7.0 **Reports**

Accessible documents can be accessed through the [RHPL website > Your Library > About Us > Library Board](#)

- 7.1 2020 Richmond Hill Public Library Board Meeting Dates Report
SRLIB19.36
- 7.2 2020 Proposed Operating Budget and 2019 Financial Projection
Report SRLIB19.37
- 7.3 Transition Plan, Administrative Functions Report SRLIB19.38
- 8.0 **Resolution to Move Into Closed Session to consider matters relating to:**
 - 8.1 Labour relations or employee negotiations
- 9.0 **Resolution to Reconvene in Open Session**
- 10.0 **Adoption of Recommendations Arising from Closed Session (if any)**
- 11.0 **Member Announcements**
- 12.0 **Date of Next Meeting**

The next meeting of the Library Board will be held on
Tuesday, December 17, 2019 at 7:30 p.m. at Central Library in the Boardroom.

***Please advise Stephen Huycke, City Clerk, Interim Secretary to the Board of regrets for attendance, by **noon** on Tuesday, November 19, 2019 at 905-771-2529 or e-mail: stephen.huycke@richmondhill.ca*

To request alternate formats of this document please contact Susan Quinn at 905-884-9288 or e-mail: squinn@rhpl.ca



Richmond Hill Public Library Board

REVISED RICHMOND HILL PUBLIC LIBRARY BOARD BY-LAWS POLICY AND 2020 RICHMOND HILL PUBLIC LIBRARY BOARD MEETING DATES REPORT

SRLIB19.36

Subject: Revised Richmond Hill Public Library Board By-Laws Policy and 2020 Richmond Hill Public Library Board Meeting Dates Report
From: Mary-Anne Dempster, Interim CEO
Date: November 19, 2019

1.0 Recommendation

That the Revised Richmond Hill Public Library Board By-Laws Policy (Attachment 1 to report SRLIB19.36) be approved; and

That the 2020 Richmond Hill Public Library Board Meeting Dates discussed in Report SRLIB19.36 be approved.

2.0 Background

As per motion 19:85 at the September 19, 2019 meeting, the third Tuesday of every month from January to June and September to December, are the standard meeting dates, with meetings commencing at 7:30 p.m. Revised Library Board By-Laws Policy attached.

Scheduled Date	Proposed Date
Tuesday, January 21	
Tuesday, February 18	
Tuesday, March 17	Tuesday, March 24
Tuesday, April 21	
Tuesday, May 19	
Tuesday, June 16	
Tuesday, September 15	
Tuesday, October 20	
Tuesday, November 17	
Tuesday, December 15	

3.0 **Save the Date**

An additional 2020 date of interest for the Library Board is the Ontario Library Association (OLA) Conference as follows:

Date	Event	Location
Wednesday, January 29 to Saturday, February 1	Ontario Library Association Conference	Metro TO Convention Centre

4.0 **Alignment with the Strategic Plan**

The Board meeting schedule aligns with the strategic direction to *Reinforce Our Capabilities* by developing and implementing other key guiding documents that underpin our strategies. Scheduled Library Board meetings contribute to good governance which underpins our strategies.

5.0 **Conclusion**

A public library board is a governing board, a legal corporation, with the authority to make policy and to govern the library's affairs under the *Public Libraries Act*,

RSO 1990, c.P44. The Board's main responsibilities are planning, policy development, advocacy and financial management. Attendance at scheduled Board meetings and special events ensures the Board's ability to fulfill its responsibilities and contributes to good governance.

6.0 Attachments

1. *Revised Richmond Hill Public Library Board By-Laws Policy*, dated November 2019

Pre-Submission Review

Executive Leadership Team – Tuesday, November 12, 2019

Approved by:

“Signed version on file in the Administration Office”

Mary-Anne Dempster
Interim CEO



Richmond Hill Public Library Board

LIBRARY BOARD BY-LAWS POLICY

1.0 The Board

1.1 Establishment / History of Board

On December 23, 1852, 54 shareholders formed the Richmond Hill Public Library Association. In 1865, a Mechanics Institute was also formed and shared books with the Library Association at a cost of twenty-five (25) cents per year. In 1870, the Mechanics Institute became the Richmond Hill District Library and was incorporated under the Provincial Statutes at that time. In 1895, under the Public Libraries Act, the Ontario Department of Education supported a Board of Management for the public lending library in Richmond Hill.

1.2 Title

The Library shall be under the management and control of a board, which is a corporation known in English as “The Richmond Hill Public Library Board”.

R.S.O. Public Libraries Act, 1990, c.P.44, s.3 (3).

1.3 Purpose of Board

The mission of The Richmond Hill Public Library Board is to provide a progressive, user-oriented library service which anticipates and responds to educational, cultural, leisure and other information needs of the Richmond Hill community.

1.4 Head Office

The address of the Board is: 1 Atkinson Street, Richmond Hill, Ontario, L4C 0H5, and at such other places in the ~~Town~~ City of Richmond Hill as the Board may from time to time decide.

1.5 Seal & Symbol

The Board shall have a corporate seal, impression of which is stamped on the margin hereof, and this seal shall be affixed under the direction of the Board to all deeds, contracts, documents or instruments requiring the same, which seal shall always be attested by the signatures of the Chair and the Chief Executive Officer of the Board, or by such other member and such other officer of the Board as the Board shall direct.

The corporate seal shall be kept in the custody of the Chief Executive Officer of the Board.

1.6 Composition of Board

A public library board shall be composed of at least five members appointed by the municipal council. *R.S.O. Public Libraries Act, 2002, C.18, Sched. F, s. 3 (8)*

The maximum number of council members appointed to the Board shall be one less than a majority of the Board. *Public Libraries Act, 1990, s. 9 (1)*

1.7 Qualifications

A person is qualified to be appointed as a member of a board who is a member of the appointing council or:

- a) Is at least eighteen years old;
- b) Is a Canadian citizen;
- c) Is a resident of the ~~Town~~ City of Richmond Hill; and
- d) Is not employed by the Board or the ~~Town~~ City of Richmond Hill

Public Libraries Act, 1990, c. P.44, s. 10 (1) 1; 2002, c.18, Sched. F, s. 3 (9)

1.8 Appointment

Appointments shall be made at the first meeting of Council in each term, but if council fails to make the appointments at its first meeting, it shall do so at its next regular meeting. *Public Libraries Act, 1990, s.10 (4)*.

The first appointments of members of a new board shall be made at a regular meeting of council and the member shall take office as soon as possible thereafter, and thereafter appointments shall be made at the first meeting of council in each term, but if the council fails to make the appointments at its first meeting, it shall do so at any regular or special meeting held within 60 days after its first meeting. *Public Libraries Act, 1990, c.P.4, s.10 (4); 2002, c. 18, Sched. F, s. 3 (10)*.

1.9 Term

A Board member shall hold office for a term concurrent with the term of the appointing Council, The Corporation of the ~~Town~~ **City** of Richmond Hill, or until a successor is appointed, and may be re-appointed for one or more further terms. *Public Libraries Act, 1990, c. P44, s.10 (3)*.

1.10 Disqualification

If a Board Member:

- a) Is convicted of an indictable offense;
- b) Becomes incapacitated;
- c) Is absent from the meetings of the Board for three consecutive months without being authorized by a Board resolution;
- d) Ceases to be qualified for membership under clause 10 (1) (c); or
- e) Otherwise forfeits his or her seat,

The Member's seat becomes vacant and the remaining Members shall forthwith declare the seat vacant and notify the Council of the Corporation of the ~~Town~~ City of Richmond Hill accordingly. *Public Libraries Act, 1990, c. P. 44, s.13.*

1.11 Vacancy

Where a vacancy arises in the membership of a Board, the appointing Council shall promptly appoint a person to fill the vacancy and to hold office for the unexpired term, except where the unexpired term is less than forty-five days. *Public Libraries Act, 1990, c. P. 44, s.12.*

1.12 First Meeting

The first meeting of the Board in a new term shall be called, if a by-law has been passed under subsection (2), by the Chief Executive Officer appointed under subsection 15 (2). *Public Libraries Act, 1990, s.14 (1). ~~Town~~ City of Richmond Hill By-Law 257-85*

1.13 Chair Election

The Chief Executive Officer shall call the meeting to order and conduct the election for the position of Chair.

The Board shall elect one of its members as Chair at its first meeting in a new term and at the first meeting in each year of its term. *Public Libraries Act, 1990, s.14 (3).*

1.14 Vice-Chair Election

The Board shall elect one of its members as Vice-Chair at its first meeting in a new term and at the first meeting in each year of its term. *Public Libraries Act, 1990, s. 14 (3).*

1.15 Acting Chair Election

In the absence of both the Chair and Vice-Chair, the Board may appoint one of its members as acting chair. *Public Libraries Act, 1990,c.P.44, s. 14 (4).*

1.16 Committees

The Library Board is composed of the following committees:

Art Committee

~~Executive Committee~~ – Propose removal as this committee has not been established previously. All matters to go the Board.

~~Finance Committee of the Whole~~ – Propose removal as all financial matters are at the discretion of the Board, therefore membership is not required.

Library Services Committee

The Terms of Reference for these committees is attached as Appendix 'A'.

1.17 Board Responsibilities

The Library Board establishes policies to direct the operations of the Richmond Hill Public Library, in accordance with its mission.

Responsibilities of the Board:

Service

The Board shall determine the Library's goals and objectives and formulate a plan for meeting these goals.

The Board shall identify the library needs of the community, the requirements of the Library and relate the aforesaid to current standards.

Finance

The Board shall submit its annual financial statements, audited by a person in accordance with the Municipal Act, to Council of the ~~Town~~ City of Richmond Hill annually. *Public Libraries Act, 1990, s. 24 (7)*.

The Board shall recommend to Council of the ~~Town~~ City of Richmond Hill the Board's annual operating budget and capital forecast, as developed by the CEO and approved by the Board. *Municipal Act s. 86 and s. 68.(1) (a) (b).*

Policies

The Board shall formulate and periodically review the Library's Mission Statement and written policy statements which govern the operation and programme of the Library. Such policies should include those dealing with personnel, public service, materials selection and financial authorities.

Legislation

Should any of the provisions of the By-laws or policies of the Board be in conflict with the provisions of any legislation, the legislation shall take precedence.

2.0 Staff

2.1 Chief Executive Officer

Under the authority of the Act, the Chief Librarian shall be the Chief Executive Officer. The Chief Executive Officer shall also be the Secretary/Treasurer of the Board. *Public Libraries Act, 1990, c.,P.44, s. 15 (2) (3) (4)(5). Richmond Hill Public Library Board, Motion 57:85*

The Chief Executive Officer shall have the general supervision over and direction of the operations of the public library and its staff, shall attend all board and committee meetings and shall have the other powers and duties that the board assigns to him or her from time to time. *Public Libraries Act, 1990, c.P44, s. 15 (2).*

2.2 Staff

The Board may appoint and remove such employees as it considers necessary, determine the terms of their employment, fix their remuneration and prescribe their duties. *Public Libraries Act, 1990,c.P.44, s.15 (1);1993, c.27.*

3.0 **Meetings**

3.1 **Regular Meetings**

Following the first meeting in a new term, further regular meetings of the Board shall normally be held on the third ~~Thursday~~ **Tuesday (as per Motion 19:85 September 19, 2019 Meeting)** of each month from January to June and from September to December, both inclusive, or at such **date and** time as is decided at the previous meeting **provided that the Board shall hold regular meetings at least once a month for at least 10 months each year** by a majority of the members present. *Public Libraries Act, 1990c.P.44, s. 16 (1)*.

The Board shall recognize Canadian Statutory Holidays as the only prescribed non-Library Board meeting days. *Richmond Hill Public Library Board, Motion 05:15*

3.2 **Special Meetings**

Special meetings of the Board may be called by the Chairman or any two members by giving each member reasonable notice in writing, specifying the purpose for which the meeting is called. *Public Libraries Act, 1990, c. P.44 s.16 (2)*.

3.3 **Open Meetings**

All Board meetings shall be open to the public except as provided in this section.

3.4 **Closed Meetings**

A meeting or part of a meeting may be closed to the public if the subject matter being considered is,

- (a) the security of the property of the Board;
- (b) personal matters about an identifiable individual;

- (c) a proposed or pending acquisition or disposition of land by the Board;
- (d) labour relations or employee negotiations;
- (e) litigation or potential litigation, including matters before administrative tribunals, affecting the Board;
- (f) advice that is subject to solicitor-client privilege, including communications necessary for that purpose;
- (g) a matter in respect of which a board or committee of a board may hold a closed meeting under another *Act, 2002, c. 17, Sched. C, s.24(5)*;
- (h) an intimate financial matter where the consequences of public disclosure outweighs the desirability of holding the meeting in public. *Public Libraries Act, 1990 s.16 (3). Municipal Act, 1990 c. M.45, s. 55 (5)*

A meeting shall be closed to the public if the subject matter relates to the consideration of a request under the Municipal Freedom of Information and Protection of Privacy Act if the Board or part thereof is designated as head of the institution for the purposes of that Act. *Municipal Act, 1990 c. M.45, s 55 (6)*

3.5 Notification of Meetings

The Chair, **or the CEO under the direction of the Chair**, shall give notice of each regular, and special meeting, to the members and to the Chief Executive Officer. The notice shall be accompanied by the agenda and any other matter to be brought before the meeting. The Chair and Chief Executive Officer shall be responsible for the preparation of the agenda. Any member wishing to place an item on the agenda may do so by making a request to the Chair or Chief Executive Officer at least one week prior to the meeting.

Notice of a regular meeting shall be delivered or sent by mail to the residence or place of business for each member so as to be received not later than the day

previous to the day of the meeting. Every attempt will be made to provide the notice no later than 3 days prior to the day of the meeting.

Notice of meetings will be delivered to the local press for publication and posted on the Notice Boards in the Central and Branch libraries at least one week prior to the meeting.

Lack of receipt of the notice of a regular or special meeting shall not affect the validity of holding the meeting or any action taken thereafter so long as a quorum is obtained.

3.6 Quorum

The presence of a majority of the Board is necessary for the transaction of business at a meeting. *Public Libraries Act, 1990, c.P.44, s. 16 (5).*

Quorum includes both the physical and remote presence of a majority of the members of the Board. *Revised October 16, 2014*

If a quorum is not present twenty minutes after the time fixed for the meeting, the Secretary shall record the names of the members present and the Board shall remain adjourned until the next meeting.

Should remote access connections be lost during the meeting, continuance of the meeting shall be subject to quorum. *Revised October 16, 2014*

3.7 Record of Attendance

Remote attendance is subject to identity verification by board members attending the meeting. *Revised October 16, 2014*

Use of technology to support remote attendance must enable real time participation. *Revised October 16, 2014*

Use of technology for a board member to participate remotely at board meetings is permissible subject to the *Richmond Hill Public Library Board Remote Attendance Policy*. Such technology is defined as teleconferencing using a speaker phone or Skype. *Revised October 16, 2014*

Remote attendance is not permissible at *In Camera* meetings. *Revised October 16, 2014*

Attendance of members at meetings shall be noted and recorded by the Secretary; minutes will reflect physical or remote presence. *Revised October 16, 2014*

Members unable to attend a meeting should notify the Secretary or Chair at least one day prior to the meeting.

One day notice is also required if attending remotely identifying acceptable reasons for inability to physically attend such as illness, business schedule conflict, family or other emergency; and to ensure technology enabling real time participation is in place. *Revised October 16, 2014*

Remote attendance will be limited to three times per year. The Board by majority vote may allow more than three based on its assessment of the special justifying circumstances or conditions. *Revised October 16, 2014*

If a member is absent from the meetings of the Board for three (3) consecutive months, without authorization by Board resolution, the remaining members shall declare the seat vacant and notify Council accordingly. *Public Libraries Act, 1990 s. 13 (c)*.

3.8 Conflict of Interest

Where a member, either on his or her own behalf or while acting for, by, with or through another, has any pecuniary interest, direct or indirect, in any matter and

is present at a meeting of the Board at which the matter is the subject of consolidation, the member:

- shall, prior to any consideration of the matter at the meeting, disclose the interest and the general nature thereof;
- shall not take part in the discussion of, or vote on any question in respect of the matter; and
- shall not attempt in any way whether before, during or after the meeting to influence the voting on any such questions.

Where the Member is absent from a meeting, he/she shall disclose any conflict of interest at the next meeting he/she attends.

All declarations of interest shall be recorded by the Secretary in the Minutes of that meeting, and, if the meeting is not open to the public, in the Minutes of the next meeting that is open to the public. *Municipal Conflict of Interest Act, 1990, Chapter M.50*

3.9 Order of Business

At all regular meetings of the Board, the order of business shall be as follows:

Regrets
Declaration of Conflicts of Interest
Delegations
Adoption of Board and Committee Minutes
Business Arising from the Minutes
Correspondence
Chief Librarian's Report
Staff Reports
New Business
Date of Next Meeting
Adjournment

The Board may suspend or vary the order of business outlined by a majority vote of the members present.

3.10 Delegations

Any person wishing to appear before the Board shall advise the Chief Executive Office or Chair one week before the meeting. The request to appear before the Board shall be in writing and shall state the nature of the matter to be presented and the name of the spokesperson. No delegation may speak on the matter for more than a total of five minutes, exclusive of the time required to answer questions posed by the Board, except that a group of persons may have more than one spokesperson provided that the total length of time is not more than ten minutes, exclusive of the time required to answer questions put to them by the Board. *Town of Richmond Hill Procedural By-Law No. 65-91, s. 16.*

3.11 Minutes of Meetings

Minutes of every Board meeting will be recorded by the Secretary. *Public Libraries Act, 1990 s. 15 (3) (b).*

Minutes of the Board and Committee meetings shall be approved at the next regular meeting of the Board.

Copies of Board Adopted minutes are distributed as follows:

Richmond Hill Public Library Board Members
~~Town~~ **City** of Richmond Hill – *Clerk & CAO City Manager*
Richmond Hill Public Library, Central
Richmond Hill Public Library, Branches

3.12 Voting

Each member present shall vote on every motion unless the member is disqualified to vote by reason of a conflict of interest or other statutory

qualification. Notwithstanding the foregoing, where a member fails or refuses to vote on a motion, then such member shall be deemed to be voting in the negative.

Votes shall be taken by a show of hands and any member may request a recorded vote immediately prior to or immediately subsequent to the taking of the vote and the Secretary shall record each vote. *Municipal Act, 1990, chap. M45, s. 61. (1).*

The Chair or the Acting Chair of the Board shall vote with the other members of the Board upon all motions. *Public Libraries Act, 1990. s. 16 (6).*

Any motion on which there is an equality of votes shall be deemed to be **decided in the** negative. *Public Libraries Act, 1990. s. 16 (6).*

3.13 Rules of Order

Except as set out here-in, all meetings will be conducted in accordance with Robert's Rules of Order.

3.14 Time Limits for Meetings

Public sessions of the Board shall be concluded by 10:00 p.m. with extension by the consent of a simple majority of Members present.

Dates	Motion #
Approval Date: November 19, 2019	Motion #: 19:XX
Date of Last Revision: October 16, 2014	Motion #: 14:97



Richmond Hill Public Library Board

**2020 PROPOSED OPERATING BUDGET AND
2019 FINANCIAL PROJECTION**

SRLIB19.37

Subject: 2020 Proposed Operating Budget and 2019 Financial Projection

From: Mary-Anne Dempster

Date: November 19, 2019

1.0 Recommendation

THAT the *Richmond Hill Public Library 2020 Proposed Operating Budget*, dated November 19, 2019 be received;

THAT the 2019 Financial Projection be received;

THAT the Richmond Hill Public Library Board approve the 2020 Proposed Operating Budget and direct the CEO to submit the proposed operating budget to the City; and

THAT the Richmond Hill Public Library Board request the City carry forward to 2020 the 2019 surplus anticipated at \$450,000 to address one time operating pressures.

2.0 Background

Previously, the Board would receive the proposed budget and three year outlook. This year we are presenting the 2020 budget only. The Library is enacting a transition to transfer administrative aspects of the operation to the City; full savings will be unknown until the transition is complete. The financial outlook will adjust accordingly. It is anticipated that over the course of 2020 the transition will be completed and it will be feasible to resume providing a three year outlook.

The Library Board must formally approve the draft of the 2020 Operating Budget prior to review and discussion with Council. Attachment 1 is the 2020 Proposed Library Board Operating Budget set out primarily by expenditure category and revenue sources, similar to the City of Richmond Hill format. Attachment 2 is a summary document by program area. Attachment 3 is the 2019 Financial Projection.

2020 Operating Budget

The 2020 Operating Budget assumes:

- maintenance of 2019 service levels;
- opening of the new Oak Ridges Library including Sunday service;
- removal of 4.5 FTEs;
- annual contribution to the City Reserves; and
- Carry forward of 2019 operating surplus of approximately \$450,000 to address 2020 one-time operating pressures.

Definitions of the categories are as follows:

- **Base** – changes due to normal business practice and inflationary impacts, required to maintain the existing service levels
- **Annualization** – incremental costs for a full-year impact of staff initiatives started in the previous year’s budget mid-year
- **New/Growth Initiatives** – additional resources required as a result of growth due to development, population growth or as a result of an expanded asset base owned by the Library/City.

This format illustrates the compilation of the budget and the drivers behind the increases. In 2020, due to the administrative changes achieved and line-by-line budget review, the budget requirement has decreased by \$906,300 (8.1%) and the municipal requisition from the City has decreased by \$744,600 (8%).

Personnel costs have decreased by \$323,400. This includes the reduction of four full time positions and one part time position; contractual financial obligations associated with the CUPE Collective Agreement; and an estimated cost of living increase. The current Collective Agreement expires on March 31, 2020, in accordance with the Public Sector Accounting Board (PSAB) standards organizations must plan for estimated cost increases for contractual obligations. Early in 2020, staff will bring forward a recommended mandate for the upcoming CUPE negotiations for the Board to consider. A cost of living estimate for administrative positions has also been included for 2020 at 1.7%. This increase is in line with CPI for Ontario. The increase for administrative positions will not take effect until the municipal grant is approved by the City and the Board approves the increase through a subsequent Board Report.

The Transfer from the City’s R&R reserve fund and corresponding repair and replacement expense for content has decreased by \$565,800. This decrease is in line with direction received from the City for the 2020 period regarding the availability of funds in this reserve for all activity as the City conducts their financial sustainability review.

The Budget also includes a transfer from Reserve of \$450,000. This attributed to the carry forward request of the 2019 surplus to cover one-time costs associated with the new Oak Ridges Library and some administrative transition costs.

As a new initiative, per the Board's direction at the September 2019 meeting, staff have included the cost for staffing to offer Sunday service at the Oak Ridges Library consistent with the service offered at the Central Library. The annual cost of this enhancement for 2020 is \$86,500.

2019 Financial Projection

The financial forecast for the 2019 fiscal period as of October projects a \$450,099 surplus. The delay in the Oak Ridges Library opening contributed to approximately 45% of the surplus with the remaining spread over a number of cost centres, including wage gapping.

3.0 Timing

The current operating budget review schedule assumes operating budget adoption by City Council by first quarter 2020.

4.0 Alignment with the Strategic Plan

The 2020 Operating Budget aligns with the strategic plan by streamlining and removing administrative redundancies for staff to focus on Library services. In 2020, Library staff will focus on strategic direction "*Enrich Your Choices*" by reviewing our many services and programs and making the best use of our resources, including budget as we add, divest and adjust customer offerings.

5.0 Conclusion

The proposed 2020 operating budget of the Richmond Hill Public Library centers on enhanced service delivery, removal of redundancies and duplication with the City and ensures resources are focused on Library Services. The approach resulted in significant savings in the overall cost to deliver on Library priorities

and enhance services. Should there be a need to change the Operating Budget request being made of Council, staff will apprise the Board and make arrangements for an appropriate supplementary Board review process.

6.0 Attachments

1. *Draft 2020 Richmond Hill Public Library Operating Budget*, dated November 19, 2019.
2. *Summary financial details for Customer Experiences, Programming, Content, Technologies and Administration.*
3. 2019 Financial Projection

Prepared and Approved by:

“Signed version on file in the Administration Office”

Mary-Anne Dempster
Interim Chief Executive Officer



	2019	2020	Change from 2019	
	Approved Budget	Draft Budget incl. Efficiencies & Revenue	\$	%
Base Budget				
Expenditures				
Personnel	8,296,900	7,973,500	(323,400)	(3.9%)
Collection Development	1,193,300	628,200	(565,100)	(47.4%)
Contracts & Services	1,077,200	1,072,300	(4,900)	(0.5%)
Materials & Supplies	143,900	131,000	(12,900)	(9.0%)
Transfer to R&R Reserve Fund	527,400	527,400	-	0.0%
Total Expenditures	11,238,700	10,332,400	(906,300)	(8.1%)
Revenues				
Provincial & Special Grant	(122,200)	(122,200)	-	0.0%
Library Generated Revenue	(355,900)	(338,700)	17,200	(4.8%)
YRDSB for RG Library	(284,500)	(301,500)	(17,000)	6.0%
Transfer from Reserve	(45,700)	(450,000)	(404,300)	
Transfer from R&R Reserve Fund	(1,165,800)	(600,000)	565,800	(48.5%)
Total Revenues	(1,974,100)	(1,812,400)	161,700	(8.2%)
Total Base Budget	9,264,600	8,520,000	(744,600)	(8.0%)
Municipal Requisition	(9,264,600)	(8,520,000)	744,600	(8.0%)
Total Library Revenues	(11,238,700)	(10,332,400)	906,300	(8.1%)
Total Library Expenditures	11,238,700	10,332,400	(906,300)	(8.1%)



**2020 Draft Operating Budget
RICHMOND HILL PUBLIC LIBRARY BOARD
Overall Summary**

2019 APPROVED BUDGET						
Programming	Administration	Customer Experiences	Information Technology	Content	Total	
Expenditures						
Personnel	\$ 1,081,100	1,672,800	3,810,400	\$ 664,100	\$ 1,068,500	\$ 8,296,900
Collection Development	-	-	-	-	1,193,300	1,193,300
Contracts/Services	44,300	307,700	137,700	527,900	59,600	1,077,200
Materials/Supplies	7,100	61,800	54,100	17,200	3,700	143,900
Transfer to R&R Reserve Fund	-	527,400	-	-	-	527,400
Total Expenditures	\$ 1,132,500	\$ 2,569,700	\$ 4,002,200	\$ 1,209,200	\$ 2,325,100	\$ 11,238,700
Revenues						
Provincial/Other Grants	\$ -	\$ (122,200)	\$ -	\$ -	\$ -	\$ (122,200)
Library Generated Revenue	-	(32,800)	(323,100)	-	-	(355,900)
YRDSB Funding	-	(284,500)	-	-	-	(284,500)
Transfer from Reserve	-	(45,700)	-	-	-	(45,700)
Transfer from R&R Reserve Fund	-	(1,165,800)	-	-	-	(1,165,800)
Total Revenues	\$ -	\$ (1,651,000)	\$ (323,100)	\$ -	\$ -	\$ (1,974,100)
Net Budget	\$ 1,132,500	\$ 918,700	\$ 3,679,100	\$ 1,209,200	\$ 2,325,100	\$ 9,264,600

2020 DRAFT BUDGET						
Programming	Administration	Customer Experiences	Information Technology	Content	Total	
Expenditures						
Personnel	\$ 811,400	1,487,800	3,911,200	\$ 663,700	\$ 1,099,400	\$ 7,973,500
Collection Development	-	-	-	-	628,200	628,200
Contracts/Services	41,000	283,300	107,500	582,100	58,400	1,072,300
Materials/Supplies	5,900	59,600	49,700	14,600	1,200	131,000
Transfer to R&R Reserve Fund	-	527,400	-	-	-	527,400
Total Expenditures	\$ 858,300	\$ 2,358,100	\$ 4,068,400	\$ 1,260,400	\$ 1,787,200	\$ 10,332,400
Revenues						
Provincial/Other Grants	\$ -	\$ (122,200)	\$ -	\$ -	\$ -	\$ (122,200)
Library Generated Revenue	-	(25,200)	(313,500)	-	-	(338,700)
YRDSB Funding	-	(301,500)	-	-	-	(301,500)
Transfer from Reserve	-	(450,000)	-	-	-	(450,000)
Transfer from R&R Reserve Fund	-	(600,000)	-	-	-	(600,000)
Total Revenues	\$ -	\$ (1,498,900)	\$ (313,500)	\$ -	\$ -	\$ (1,812,400)
Net Budget	\$ 858,300	\$ 859,200	\$ 3,754,900	\$ 1,260,400	\$ 1,787,200	\$ 8,520,000

VARIANCE FAV/(UNFAV)						
Programming	Administration	Customer Experiences	Information Technology	Content	Total	
Expenditures						
Personnel	\$ 269,700	185,000	(100,800)	\$ 400	\$ (30,900)	\$ 323,400
Collection Development	-	-	-	-	565,100	565,100
Contracts/Services	3,300	24,400	30,200	(54,200)	1,200	4,900
Materials/Supplies	1,200	2,200	4,400	2,600	2,500	12,900
Transfer to R&R Reserve Fund	-	-	-	-	-	-
Total Expenditures	\$ 274,200	\$ 211,600	\$ (66,200)	\$ (51,200)	\$ 537,900	\$ 906,300
Revenues						
Provincial/Other Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Library Generated Revenue	-	(7,600)	(9,600)	-	-	(17,200)
YRDSB Funding	-	17,000	-	-	-	17,000
Transfer from Reserve	-	404,300	-	-	-	404,300
Transfer from R&R Reserve Fund	-	(565,800)	-	-	-	(565,800)
Total Revenues	\$ -	\$ (152,100)	\$ (9,600)	\$ -	\$ -	\$ (161,700)
Net Budget	\$ 274,200	\$ 59,500	\$ (75,800)	\$ (51,200)	\$ 537,900	\$ 744,600



**RICHMOND HILL PUBLIC LIBRARY
2019 FINANCIAL PROJECTION**

	2019 Forecast	2019 Budget	Variance Fav/(Unfav)
REVENUE			
Municipal Operating Grant	\$ (9,264,600)	\$ (9,264,600)	\$ -
Provincial Grant	\$ (118,500)	\$ (118,500)	\$ -
Special Grants	\$ (3,700)	\$ (3,700)	\$ -
Transfer from Library Reserves	\$ (45,700)	\$ (45,700)	\$ -
Town Reserve Funding	\$ (1,165,800)	\$ (1,165,800)	\$ -
YRDSB for RG Library	\$ (284,500)	\$ (284,500)	\$ -
SUBTOTAL	\$ (10,882,800)	\$ (10,882,800)	\$ -
LIBRARY GENERATED REVENUE			
Fines	\$ (102,262)	\$ (155,500)	\$ (53,238)
Fees	\$ (138,021)	\$ (144,100)	\$ (6,079)
Sales	\$ (38,600)	\$ (53,300)	\$ (14,700)
Other/Miscellaneous Income	\$ (4,236)	\$ (3,000)	\$ 1,236
SUBTOTAL	\$ (283,119)	\$ (355,900)	\$ (72,781)
TOTAL OPERATING REVENUE			
EXPENDITURES			
Personnel	\$ 7,924,652	\$ 8,296,900	\$ 372,248
Collection Development	\$ 1,252,965	\$ 1,193,300	\$ (59,665)
Contracts & Services	\$ 904,798	\$ 1,077,200	\$ 172,402
Materials & Supplies	\$ 106,005	\$ 143,900	\$ 37,895
Reserves	\$ -	\$ -	\$ -
Transfer to/from Town Reserves	\$ 527,400	\$ 527,400	\$ -
TOTAL OPERATING EXPENDITURES	\$ 10,715,820	\$ 11,238,700	\$ 522,880
TOTAL	\$ (450,099)	\$ -	\$ 450,099



Richmond Hill Public Library Board

**2020 TRANSITION PLAN, ADMINISTRATIVE FUNCTIONS
REPORT
SRLIB19.38**

Subject: Transition Plan, Administrative Functions Report
From: Mary-Anne Dempster, Interim CEO
Date: November 19, 2019

1.0 Recommendation

That the *Transition Plan, Administrative Functions Report* dated November 19, 2019 be received by the Richmond Hill Public Library Board (the “Library Board”) for information and adoption.

2.0 Purpose

To implement the recommendations approved by the Library Board in a way that maintains the level of services and support required for customers and staff of the Library.

3.0 Background

In August 2019, the Library Board requested that the City of Richmond Hill (the “City”) complete a review of administrative functions of Library operations. The goal of this review was to identify and eliminate duplication of administrative functions performed by both the City and Library and streamline service delivery.

The report resulting from this review, approved by the Library Board on October 15, 2019, contains recommendations to develop a service level agreement in the areas of finance, human resources, communications and information technology. Some responsibilities in these areas will remain at the Library as part of this agreement.

4.0 Transition Plan

Upon approval from the Library Board, a transition team was created to implement the approved recommendations maintaining the level of services and support required for customers and staff of the Library.

The transition team is championed by the Commissioner of Corporate and Financial Services of the City / Interim Chief Executive Officer of the Library, and led by Executive Manager, Talent and Culture of the Library. The transition team includes leads from both the City and the Library in each of the functional areas:

	The City	The Library
Champion	Mary-Anne Dempster Commissioner of Corporate & Financial Services	Mary-Anne Dempster Interim Chief Executive Officer
Transition Lead		Eva Liu Executive Manager, Talent & Culture
Transition Support	Leah Zilnik Manager, Service Innovation	
Functional Leads		
Information Technology	Anthony Iannucci Chief Information Officer Davis Kwan Manager, Technology Infrastructure	Yunmi Hwang Director, Library Technologies Helen Gauthier Manager, Technologies & Infrastructure Services
Human Resources	Sherry Adams Director, Human Resources	Eva Liu Executive Manager, Talent & Culture
Financial Services	David Dexter Director, Financial Services/Treasurer Lisa Chen, Finance Business Lead	Susan Quinn Administration Coordinator
Communication Services	Meeta Gandhi Director, Strategy, Innovation & Engagement Kathleen Graver, Manager, Communications	Brock Smith Manager, Communications and Virtual Services

The functional leads will be responsible for applying a standard approach to:

- Develop a transition plan for each functional area outlining timelines
- Review and document the existing processes and service levels, the service levels to be assumed by the City, and the processes and responsibilities to remain with the Library
- Identify and implement potential process improvements
- Prepare the service level agreement for the services performed by the City on behalf of the Library
- Assist with presentations to the Library Board (and City Council if necessary) on the service level agreement(s)

A transition plan has been developed; the status of each action item is defined by Planning, Development, Actioned or N/A (if not considered at this stage):

Action Items - Transition Plan		Status	Target Date
Human Resources			
1.	Transfer HR responsibility and support for compensation, recruitment, labour relations, benefits administration, WSIB, training & development, succession planning and performance management.	Planning	Q2 2020
2.	Transfer the Library's payroll process administration to the City's Finance department.	Development	Q4 2019
3.	Implement SAP HR and Payroll Modules for the library employees after the City stabilizes their implementation.	Planning	Q2 2020
4.	Establish a services level agreement providing clarity of roles and responsibilities for both Library and City staff – HR and Payroll.	Planning	Q2 2020
5.	Adopt HR policies and procedures of the City simplifying administrative aspects of the Library operation.	N/A	Q4 2020
Finance and Procurement			
6.	Transfer the Library's Finance and Procurement support services to the City. Specific areas include: budget, quarterly financial reporting, year-end activity, financial statement preparation, audit and procurement.	Development	Q4 2019
7.	Streamline SAP finance/procurement processes at the Library.	Development	Q4 2019
8.	Adopt Finance and Procurement policies and procedures of the City simplifying administrative aspects of the Library operation.	Development	Q4 2019

Action Items - Transition Plan	Status	Target Date
Communications		
9. Work collectively with the City on the development and adoption of the City's Community Engagement Framework.	Planning	Ongoing
10. Eliminate the Library's employee print newsletter and adapt the City's process to include the Library content in Connector.	Planning	Q4 2019
11. Review and plan for the design work required for print publications identifying where City staff or external vendors may be needed to support.	Planning	Q4 2019
12. Review the Library's community events, evaluate needs and determine resources required.	Planning	Q4 2019
13. Adopt Communication policies of the City.	Development	Q4 2019
14. Evaluate effectiveness and capacity required for each social media channel aiming to reduce the Library's social media efforts with support from the City.	Planning	Q1 2020
15. Establish a service level agreement providing clarity of roles and responsibilities for both Library and City staff maintaining level of services required to meet customer/staff needs – Communications.	Planning	Q1 2020
16. Review and evaluate the feasibility of consolidating the Library's website into RichmondHill.ca	N/A	2021 -2022
Information Technology		
17. Hold the implementation to upgrade the Help Desk system until such time that the infrastructure is available to use the City's Help Desk and ticketing system.	Actioned	Completed
18. Consolidate the Library's IT workplan with the one of the City's IT team.	Development	Q4 2019
19. Establish a service level agreement providing clarity of roles and responsibilities for both Library and City staff maintaining level of services required to meet customer/staff needs – IT	Planning	Q4 2019
20. Adopt IT related policies and processes of the City.	Development	Q1 2020
21. Construct a project team reviewing all services, tools and standards and developing an integration plan	Planning	Q1 2020
22. Develop and Implement a network link to the Central Library with a longer-term plan to link to YorkNet (York Region Telecom Network).	Planning	Q3 2020
23. Library CEO Recruitment	N/A	Q1 2020
Lean Six Sigma Program		
24. Provide Lean training at the Green Belt level to two Library staff (as part of the City's Lean Program) to facilitate and lead process improvement projects.	Planning	Q1 2020

Action Items - Transition Plan	Status	Target Date
25. Complete two Lean process improvement projects, focusing tentatively on: <ul style="list-style-type: none"> • Programming • Customer Service 	N/A	Q4 2020
Change Management		
26. Develop a comprehensive change management plan that supports the needs for both Library and City staff including: <ul style="list-style-type: none"> • Identify leads from both the City and the Library to champion the changes • Develop a communication plan providing regular updates to staff on the goals and status of the transition • Ensure staff support, from the leadership team to respond to questions, concerns and address individual impacts of changes • Provide training and coaching on the service level agreements, systems integration, and policies and procedures • Offer meaningful acknowledgement and recognition of staff for adopting more streamlined approaches 	Planning	Q4 2019 Ongoing

5.0 Conclusion

Our transition plan focuses on the actions and steps required to transition the identified administrative functions of the Library to the City while maintaining the services and support required for Library customers and staff. Our goal is that while the transition work is taking place, our frontline staff continues to deliver exemplary levels of services with high levels of public satisfaction.

Approved by:

“Signed version on file in the Administration Office”

Mary-Anne Dempster
Chief Executive Officer