



A Regular Meeting of
the Richmond Hill Public Library Board
will be in the Boardroom of the Central Library
on Thursday, March 28, 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 **2019 Election of Officers and Committee Members Report SRLIB19.09**
- 6.0 **Minutes**
 - 6.1 **Library Board Minutes – February 21, 2019**
- 7.0 **Correspondence**
- 8.0 **Reports**

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

- 8.1 2018 Accessibility Services Report SRLIB19.10
- 8.2 2018 Fourth Quarter Financial Report SRLIB19.11
- 8.3 New Oak Ridges Library Status Update Report SRLIB19.12
- 8.4 2019 Operating Budget Options and Impacts Report SRLIB19.13
- 8.5 2019 Final Operating Budget Report SRLIB19.14

9.0 **Member Announcements**

10.0 **Date of Next Meeting**

The next Meeting of the Library Board will be held on

Thursday, April 18, 2019 at 7:30 p.m. at Richmond Green Library.

***Please advise Louise Procter Maio of regrets for attendance, by **noon** on Thursday, March 28, 2019 at 905–884–9288, extension 5041 or e-mail: lproctermaio@rhpl.ca*

To request alternate formats of this document please contact Franca Perri at 905–884-9288, extension 5042 or e-mail: fperri@rhpl.ca

The Richmond Hill Public Library Board
Thursday, February 21, 2019

MINUTES

The Richmond Hill Public Library Board held its regularly scheduled meeting on Thursday, February 21, 2019 in the Boardroom at Central Library, 1 Atkinson Street, Richmond Hill, Ontario.

Present: Marj Andre
Stephen Chait
Gwen Johnstone, Acting Chair
Alicia Lauzon

Staff: Louise Procter Maio, Chief Executive Officer
Catherine Charles, Director, Community Connections
Yunmi Hwang, Director, Technologies
Nusrat Ahmed, Executive Manager, Business Services

1.0 Call to Order

The Chair called the meeting to order at 7:30 p.m.

2.0 Regrets

David Bishop, Chair
Councillor Castro Liu

3.0 Adoption of Agenda

Motion:

19:09

Moved By:

M. Andre

Seconded by:

A. Lauzon

THAT the Agenda of February 21, 2019 be adopted.

CARRIED

4.0 Disclosure of Pecuniary Interest and the General Nature Thereof

There were no disclosures of pecuniary interest.

5.0 Minutes

5.1 Library Board Minutes – January 17, 2019

Motion:

19:10

Moved By:

S. Chait

Seconded by:

A. Lauzon

THAT the Minutes of January 17, 2019 be adopted.

CARRIED

6.0 Correspondence

6.1 Article from Richmond Hill Liberal

Re: [Here are the most-borrowed books, DVDs of 2018 in Richmond Hill](#)

6.2 Article from Quill and Quire

Re: [Libraries launch public campaign over publisher ebook and audiobook pricing](#)

6.3 Article from Forbes

Re: [Libraries speak out about e-books costs](#)

6.4 Article from Insauga.com

Re: [Multi-million dollar renovation planned for one of Mississauga's Oldest Libraries](#)

Motion:

19:11

Moved By:

M. Andre

Seconded by:

S. Chait

THAT the correspondence be received as information.

CARRIED

7.0 Reports

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

7.1 2018 Fourth Quarter Operations Report – SRLIB19.05

A report was issued prior to the meeting and was presented by L. Procter Maio, Chief Executive Officer.

Motion:

19:12

Moved By:

M. Andre

Seconded by:

S. Chait

THAT the 2018 Fourth Quarter Operations Report to December 31, 2018 be received for information.

CARRIED

7.2 2018 Annual Use Indicators and Five Year Snapshot Report – SRLIB19.06

A report was issued prior to the meeting and was presented by Y. Hwang, Director, Technologies.

Motion:

19:13

Moved By:

M. Andre

Seconded by:

A. Lauzon

That the 2018 Annual Use Indicators and Five Year Snapshot Report be received as information.

CARRIED

7.3 Final 2019 Capital Budget Report – SRLIB19.07

A report was issued prior to the meeting and was presented by L. Procter Maio, Chief Executive Officer.

Motion:

19:14

Moved By:

S. Chait

Seconded by:

A. Lauzon

THAT the Final Richmond Hill Public Library 2019 Capital Budget & Capital Forecast 2020 – 2028, dated February 21, 2019 be approved .

CARRIED

7.4 Library Board OLA Conference Highlights

M. Andre provided an overview of conference highlights.

Motion:

19:15

Moved By:

S. Chait

Seconded by:

A. Lauzon

THAT the Library Board OLA Conference Highlights be received as information.

CARRIED

7.5 Status of 2019 Operating Budget Report – SRLIB19.08

A report was issue prior to the meeting and was presented by L. Procter Maio, Chief Executive Officer.

Motion:

19:16

Moved By:

S. Chait

Seconded by:

M. Andre

THAT the Status of the 2019 Operating Budget Report be received.

CARRIED

8.0 Member Announcements

None

9.0 Date of Next Meeting

The next Regular Meeting of the Library Board will be held on:
Thursday, March 28, 2019 at 7:30 p.m.

10.0 Adjournment

Motion:

19:17

Moved By:

S. Chait

Seconded by:

A. Lauzon

THAT the meeting be adjourned at 8:31 p.m.

CARRIED

Respectfully submitted,

“Signed version on file in the Administration Offices”

G. Johnstone
Acting Chair

L. Procter Maio
Chief Executive Officer

Richmond Hill Public Library Board

**2019 ELECTION OF OFFICERS AND COMMITTEE
MEMBERS REPORT**

SRLIB19.09

Subject: 2019 Election of Officers and Committee Members Report

From: Louise Procter Maio, Chief Executive Officer

Date: March 28, 2019

1.0 Recommendation

That the *2019 Election of Officers and Committee Members Report* be received for information;

That the *2019 Slate of Officers, Committee Chairs and SOLS Representative* as presented be elected for the Richmond Hill Public Library Board:

Chair – D. Bishop; Vice Chair – G. Johnstone; Chair, Art Committee – A. Lauzon;
Chair, Finance Committee – Chungsen Leung; Chair, Library Services
Committee – S. Chait and SOLS Representative – G. Johnstone;

and

That the Committee Members as presented be nominated for the Richmond Hill Public Library Board:

Art Committee – (1)_____; Library Services Committee –

(4)_____;

2.0 Purpose

To elect the slate of Officers, Committee Chairs, SOLS Representative and Committee Members to the Richmond Hill Public Library Board for 2019.

3.0 Background

The agenda for the March 28th meeting will include an item for consideration concerning the election of the Library Board Chair and Vice Chair for 2019. The Secretary-Treasurer is an appointed position, fulfilled by the CEO. In addition, the Board may wish to appoint members to three standing committees and a SOLS Trustee representative.

The Library Board by-laws describe the elections and appointment of committee members of the Board.

3.1 Library Board Officers

The Officers of the Board will be the elected Chair and Vice Chair and the appointed Secretary-Treasurer who is the Chief Executive Officer.

The Board shall elect one of its members each as Chair and Vice Chair at the first meeting in each year of its term. Each officer will serve a one (1) year term or until the next organizational meeting of the Board.

The responsibilities of officers are as follows:

The Chair will:

- preside at meetings of the Board
- conduct Board meetings in accordance with the *Public Libraries Act* and other relevant legislation, within the rules of procedures adopted by the Board
- in the event that a decision must be made without specific authority of the Board, inform the Board of the decision and the reason(s) necessitating it, at the next regular Board meeting

- serve as an ex-officio member of all Board committees
- act as one of the authorized signing officers of all formal documents pertaining to Board business
- represent the Board at public or private meetings for the purpose of conducting, promoting or completing the business of the Board
- advise the Vice Chair if, for any reason, the Chair is temporarily unable to perform these functions

The Vice Chair will:

- in the absence of the Chair, be vested with all the powers and perform all the duties of the Chair
- be assigned by the Board other powers and duties from time to time

The Secretary-Treasurer will:

- conduct the Board's official correspondence
- keep minutes of every meeting of the Board
- receive and account for all the Board's money
- open an account or accounts in the name of the Board in a chartered bank, trust company or credit union approved by the Board
- deposit all money received on the Board's behalf to the credit of that account(s)
- disburse the money as the Board directs

3.2 Appointments of Committee Members

The Library Board is composed of the following committees: Art Committee; Executive Committee; Finance Committee of the Whole; and Library Services Committee. Both the Chair of each committee and its members are elected. The Terms of Reference for these committees is attached.

3.3 SOLS Trustee Representative

The Library Board may wish to nominate a trustee as the Southern Ontario Library Services (SOLS) representative for Trustee Council. The Council meetings are for training and networking. Trustee Councils meet twice a year in

eight areas. The meeting is about three hours long and provides an opportunity for library trustees to discuss governance issues, and receive updates and news from SOLS, the Ontario Library Board Association (OLBA) and occasionally the Federation of Ontario Public Libraries (FOPL). Public library boards are asked to designate a representative. Information about the meetings, including an agenda and map, is mailed to the individual trustee council member or library, and also posted in the “Networking and Meeting” section of the SOLS website.

4.0 Alignment with the Strategic Plan

This report aligns with the Strategic Plan direction, *Reinforce Our Capabilities*, as a key guiding document that underpins our strategies and enables us to fulfill our value of accountability. Employing good governance contributes to efficient and effective stewardship of library resources.

5.0 Conclusion

In accordance with the Richmond Hill Public Library Board By-laws, 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. The 2019 election of officers and committee members fulfills this requirement.

6.0 Attachments

- 1.0 Motions for 2019 Officers, Committee Members & SOLS Representative
- 2.0 Terms of Reference for Committees

Pre-Submission Review

Executive Leadership Team – Friday, March 22, 2019

Approved by:

“Signed version on file in the Administration Office”

Louise Procter Maio,
Chief Executive Officer



MOTIONS FOR 2019 OFFICERS, COMMITTEE CHAIRS and MEMBERS & SOLS REPRESENTATIVE

1.0 ELECTION OF OFFICERS, COMMITTEE CHAIRS and SOLS REPRESENTATIVE:

SLATE OF NOMINEES

To facilitate voting procedures a slate of nominees has been proposed for Officers, Committee Chairs and the SOLS Representative:

- David Bishop, Chair
- Gwen Johnstone Vice-Chair
- Alicia Lauzon Chair, Art Committee
- Chungsen Leung Chair, Finance Committee
- Stephen Chait Chair, Library Services Committee
- Gwen Johnstone SOLS Representative

That the 2019 Slate for Officers, Committee Chairs and SOLS Representative as presented, be nominated for the Richmond Hill Public Library Board; and

That nominations be closed; and

That the 2019 Slate for Officers, Committee Chairs and SOLS Representative as presented be elected for the Richmond Hill Public Library Board: Chair, D. Bishop; Vice Chair, G. Johnstone; Chair, Art Committee, A. Lauzon; Chair, Finance Committee, C. Leung; Chair, Library Services Committee, S. Chait; and SOLS Representative, G. Johnstone

2.0 APPOINTMENT OF COMMITTEE MEMBERS OF THE BOARD

.1 Art Committee

Moved by: _____

Seconded by: _____

That the following member (1) _____ be nominated for the position of a member of the Art Committee.

.3 Finance Committee of the Whole

NOTE: All Library Board Members are members of the Finance Committee of the Whole.

.4 Library Service Committee

Moved by: _____

Seconded by: _____

That the following members (4) _____

be nominated for the position of a member of the Library Services Committee.

NOTE: The Library Board no longer has its own Building Committee; however, the Library Chair, Vice Chair and Library Services Chair would all be subject to membership on any Town/Library related Building Committee.



Richmond Hill Public Library Board

TERMS OF REFERENCE FOR COMMITTEES

Extract from Library Board By-laws dated January 15, 2009

ART COMMITTEE

TERMS OF REFERENCE

1. ROLE OF THE ART COMMITTEE

- .1 To adjudicate donations of art and crafts for the Permanent Collection intended for the interior of the Richmond Hill Public Library facilities and make recommendations to the Library Board.
- .2 To solicit donations of money for the purpose of the Library Board purchasing or commissioning works.
- .3 To make recommendations to the Library Board concerning Artists whose work would be suitable for the Permanent Collections, should money be available.
- .4 To make recommendations as to the size and types of work.
- .5 To establish positions within the Central Library building for a permanent display of art, noting sizes and types of work.
- .6 To assist staff in identifying artists whose work would be suitable for display as Temporary Collections.

Richmond Hill Public Library Board By-laws January 15, 2009, Appendix "A" Extract

2. MEMBERSHIPS

The Committee will consist of:

- the Mayor or appointed representative from Council
- an appointed member of the Library Board
- two members of the community who must be residents or employed in the Town, and be either art administrators, curators, critics, professional artists or have a demonstrated knowledge of art
- the Architect
- the Chairman of the Library Board, ex officio member
- the CEO will attend all meetings

3. RELATIONSHIP WITH THE BOARD

The Art Committee is responsible to the Library Board and will make recommendations and guide the Board's decision making in accordance with the Committee's Terms of Reference.

4. FREQUENCY OF MEETINGS

The Art Committee will meet not more than ten times a year or at the direction of the Library Board.

5. DEFINITIONS

Permanent Collections:

Are those pieces of art owned by the Library Board and exhibited for extensive periods of time in spaces prescribed by the architect in consultation with the Art Committee and approved by the Library Board. The Permanent collections will focus on pieces of art created in Southern Ontario.

Temporary Collections:

Pieces of art temporarily on loan for public exhibit.

6. TERM OF OFFICE

The Art Committee membership shall be appointed following the appointment of each four year term of the Library Board.

The CEO shall publish notice of vacancies, inviting applications.

The term of office shall be for one year with the Library Board having option of reappointment within its four year term.

February 25, 1998

EXECUTIVE COMMITTEE

TERMS OF REFERENCE

The Executive Committee shall be comprised of the Chair of the Board, the Vice-Chair of the Board and the Chairpersons of the Board's Standing Committees: The Finance Committee, Library Services Committee, and the Art Committee. The Chief Executive Officer shall attend all Library Board meetings as per the Public Libraries Act.

1.0 Role

The Committee to receive matters of an emergency nature in a timely fashion, such as the flooding of a library or a health issue such as SARS, and authorize actions that are subsequently communicated to the Board.

2.0 Frequency of Meetings

Meetings shall be at the call of the Chair or the CEO, acting as the Chair.

3.0 Term of Office

Committee members shall hold office for a one year term.

4.0 Quorum

Quorum is a simple majority of the Executive Committee members.

Created: January 15, 2009

FINANCE COMMITTEE OF THE WHOLE

TERMS OF REFERENCE

1.0 Role

- .1 The Committee shall consider the annual budget proposals prepared by staff and propose the annual budget of the Richmond Hill Public Library Board.
- .2 The Committee shall formulate and periodically review Policies relating to Finance.

2.0 Memberships

All members of The Richmond Hill Public Library Board are members of this Committee.

3.0 Frequency of Meetings

Meetings shall be at the call of the Board Chair.

4.0 Term of Office

Committee members shall hold office for a term concurrent with the term of the appointing Council.

5.0 Election of Chair

The Board shall elect one of its members as Chair, Finance Committee of the Whole at the first meeting in each year of its term.

February 26, 1998

LIBRARY SERVICES COMMITTEE

TERMS OF REFERENCE

1.0 Role

- .1 The Committee shall formulate and periodically review Policies which address matters such as personnel, public service, and materials selection.
- .2 The committee shall address and formulate the library needs of the community, the requirement of the Library and relate the aforesaid to current standards.

2.0 Memberships

The Committee shall consist of five (5) members, one of whom shall be the Chair. The Chair of The Richmond Hill Public Library Board is an ex-officio member of this Committee.

3.0 Frequency of Meetings

Meetings shall be at the call of the Chair.

4.0 Term of Office

Committee members shall hold office for a one year term.

5.0 Election of Chair

The Board shall elect one of its members as Chair Library Services Committee at the first meeting in each year of its term.

February 26, 1998



Richmond Hill Public Library Board

CORRESPONDENCE

Thursday, March 28, 2019

-
- | | | |
|------|---|---------------|
| I. | Note from Guy Berthiaume, Librarian and Archivist of Canada
<u>Re: Thank you</u> | Feb. 19, 2019 |
| II. | Letter from Barbara Franchetto, CEO, Southern Ontario Library Service
<u>Re: Southern Ontario Library Service Resource</u> | Feb. 19, 2019 |
| III. | Article from Richmond Hill Liberal
<u>Re: Black History Month: The long life of Susanna Maxwell</u> | Feb.20, 2019 |
| IV. | Article from Richmond Hill Liberal
<u>Re: Library Board Addresses Impact of Budget Constraints</u> | Mar. 14, 2019 |
| V. | Opinion piece from Richmond Hill Liberal
<u>Re: Richmond Hill Council's Budget Cuts Shouldn't be Coming Out of Library</u> | Mar. 21, 2019 |



Richmond Hill Public Library Board

2018 ACCESSIBILITY SERVICES REPORT

SRLIB19.10

Subject: 2018 Accessibility Services Report

From: Louise Procter Maio

Date: March 28, 2019

1.0 **Recommendation**

That the Library Board receives the *Richmond Hill Public Library Board Accessibility Services Report*, dated March 28, 2019 for information.

2.0 **Purpose**

To provide the Library Board with the report submitted to the Ontario Ministry for Seniors and Accessibility as part of the overall report from the Town of Richmond Hill, demonstrating the Library's commitment to accessibility and compliance with the *Accessibility for Ontarians with Disabilities Act* (AODA).

3.0 **Background**

In accordance with the *Accessibility for Ontarians with Disabilities Act* (AODA) which came into effect June 2005, and the subsequent standards for *Accessible Customer Service* (2008) and the *Integrated Accessibility Standards* (2011), the Library is required to ensure that all Ontarians with disabilities have full access to goods, services, facilities, accommodation, and employment.

Richmond Hill Public Library as an “obligated organization”.

Under Section 19 of the AODA, Richmond Hill Public Library is considered an “obligated organization” and as such:

- Shall provide access to or arrange for accessible materials where they exist;
- Shall make information about the availability of accessible materials; publicly available and shall provide the information in accessible format or with appropriate communication supports, upon request;
- May provide accessible formats for archival materials, special collections, rare books and donations.

The Library works closely with the Town of Richmond Hill in maintaining these standards. One requirement is an annual report, attached, to be submitted to the Ontario Ministry for Seniors and Accessibility, documenting the actions and initiatives carried out to remove barriers to access and to ensure compliance with the AODA. The Library’s report is included as a section in the Town of Richmond Hill’s Accessibility Services Report and Multi-Year Accessibility Plan.

4.0 Key AODA Objectives for 2019

In 2019 RHPL will continue moving forward to meet all standards and requirements of AODA. Included in this are the following:

- Open an AODA compliant new Oak Ridges Library, including the installation of an accessible computer workstation comparable to those currently at Central and Richmond Green Libraries;
- Investigate remote payment of fines, which will benefit individuals who are unable to physically come to the Library;
- Provide ongoing online AODA training for staff;
- Design a consolidated approach to AODA training for volunteers;
- Review remaining service desks for accessibility;

- Encourage persons with disabilities or representatives of persons with disabilities to engage with the Library when community consultations are planned.

5.0 Alignment with Strategic Plan

This report aligns with the strategic direction to *Strengthen Your Connections*. By removing barriers to service in accordance with legislation, we move our service interactions to connect with residents in different places and contexts. This direction is in keeping with our Values. We honour the value of *Accessibility*, and offer a welcoming presence and equitable treatment for all.

6.0 Conclusion

Richmond Hill Public Library is committed to providing equitable treatment to people with disabilities with respect to the use and benefit of Library services, programs, goods and facilities in a way that respects their dignity and independence. This commitment extends to residents, visitors and employees with visible and non-visible disabilities.

The Library's Accessibility Report to the Ministry is consistent with that of the municipality, adapted for Library specifics and written in clear language. It is anticipated that Library staff will continue to work with Town staff in these matters to ensure a consistent accessibility standard in Richmond Hill.

9.0 Attachment

- 1.0 *2018 Accessibility Report to the Ministry for Seniors and Accessibility*,
dated March 28, 2019

Pre-Submission Review

Executive Leadership Team – Friday, March 22, 2019

Submitted by:

Approved by:

“Signed version on file in the Administration Office”

Mary Jane Celsie
Director, Content

Louise Proctor Maio
Chief Executive Officer



Richmond Hill Public Library

Accessibility Services 2018



www.rhpl.ca

DELIVERABLES:

Provide access to existing accessible materials. Make information about accessible materials publicly available known and upon request provide this information in accessible formats with appropriate communication supports.

STATUS UPDATE: Richmond Hill Public Library Services

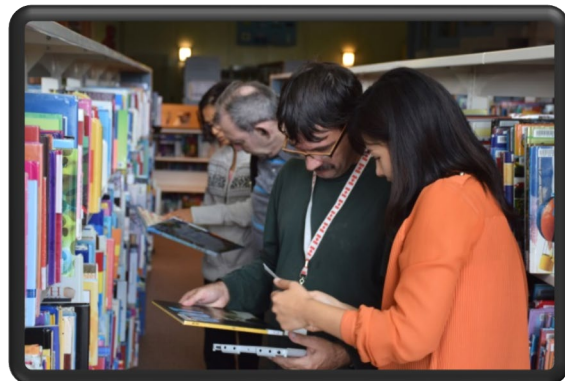
Public libraries have a desire and a legal responsibility to provide accessible Library services to everyone in their communities, which includes:

- a robust selection of books and information resources produced in accessible formats; and
- training opportunities for Library staff in the provision of accessible services

Richmond Hill Public Library (RHPL) has four facilities, including Central Library, Oak Ridges Library, Richmond Green Library and Richvale Library. All buildings are physically accessible with wheelchair ramps and elevators where required. Entrances are equipped with automatic doors and parking spots are available for those with accessible parking permits. Accessible kiosks as information/way-finding aids were introduced at all sites in 2018.

Collections

The Library offers a number of various accessible formats of printed materials, including Large Print, Braille, audio and electronic. To assist with the borrowing of materials, the Library offers self-check units that can be adjusted in height for customers' needs. There is also a Visiting Library Service available for those that are homebound.



Website

In 2018, the Library launched a redesigned website which is accessible in accordance with the specifications of the Web Content Accessible Guidelines (WCAG) and the AODA Information and Communications Standard. Available on Library website, RHPL provides BrowseAloud, a high-quality speech reader to assist those with dyslexia, literacy difficulties, mild visual impairments and where English is a second language when browsing the web. The Library also offers the free digital app MagnusCards that uses pictures and text to provide step-by-step instructions in using Library services for those with cognitive special needs, including autism.



Programs

A number of programs are also offered for those with disabilities, including the Adult Friendship Club, the Friendship Colouring Club and the Vision Loss Book Club.

Staff Training



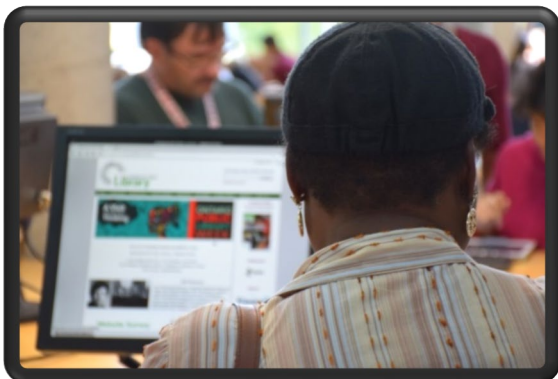
All Library staff has received customer service and information/communication and employment standards training in compliance with the *Accessibility for Ontarians Disability Act* for the provision of accessible services.

In 2017, Library staff also received training on creating accessible documents. These accessible documents facilitate inclusiveness and enhance access to Library services and resources in a way that respects the independence of all customers, including those with disabilities.

Adaptive Technology

Central Library has two accessible workstations that offer adjustable tables, joystick-style mouse, zoom text, large keyboard, SARA Reading (scans and reads books), smart view CCTV Unit (enlarges text), accessible software programs including Job Access With Speech (JAWS) and BrowseAloud, and a Victor Reader (portable digital book player).

In addition, Central has an accessible workstation complete with large keyboard, joystick and software (ex. zoom text and JAWS) to allow for work to be completed by patrons who require such services.



The other accessible station has a SARA reader and SmartView Synergy CCTV unit and is on a table that can be raised and lowered. The SARA station can scan and read a book to an individual in one of 18 languages, and patrons have the ability to change the reading speed and volume. The SmartView Synergy CCTV is designed for people with macular degeneration,

diabetic retinopathy or other low vision eye conditions as it can enlarge the text.

Richmond Green Library has an assistive technology station. It includes a Big Keys keyboard, a SARA CE reader and document scanner, a Smartview Synergy Pi document magnifier, Dragon Speak speech recognition software, JAWS screen reader software, and Zoom Text (a screen magnifier for computer systems.)

Coming Soon! New Oak Ridges Library

A 19,000 square foot library is currently under construction that includes many accessibility features. Presentations were made to the Accessibility Advisory Committee to review the schematic design of the Oak Ridges Library for compliance with new accessibility amendments to the Ontario Building Code, the Design of Public Spaces Standard and overall accessibility.

The incorporated accessibility features include the following 10 items:

- Universal washrooms
- Barrier-free washrooms in both male and female washrooms
- Accessible employee washroom
- All ramps leading into the building are 1:15
- Minimum corridor width is 1500 mm
- Clear and open interior routes
- Door operators are used for majority of exterior doors
- Accessible ramp to lowered sunken children's area
- Accessible and van accessible parking with shared access aisle
- Accessible exterior paths of travel



In Partnership with Centre for Equitable Library Access (CELA)



Richmond Hill Public Library has also partnered with the Center for Equitable Library Access (CELA). In Ontario, the Centre provides books and other accessible resources in French and English and offers a borrowing service to schools for students who have a print disability.

Access to the CELA collection is available to people who are unable to read conventional print due to a disability. The Centre provides public libraries with a collection of over 230,000 books, magazines, newspapers and described videos in a choice of formats for people with a print disability, including:

- Current bestsellers, award-winners and classics
- Fiction, non-fiction, self-help, business and more
- Books for kids, teens and adults
- Books in audio, braille or accessible e-book formats
- Download books or receive home delivery by mail





Richmond Hill Public Library Board

2018 FOURTH QUARTER FINANCIAL REPORT

SRLIB19.11

Subject: 2018 Fourth Quarter Financial Report
From: Louise Procter Maio, Chief Executive Officer
Date: March 28, 2018

1.0 Recommendation

That the Richmond Hill Public Library Interim Financial Statement for the period ending December 31, 2018 be received as information; and

That \$4,140.50 be transferred from the Donation and Bequest Reserve Fund to fund the Books for Babies project, as previously approved (Motion 17:26 March 2017); and

That \$16,000 be transferred from the Donation and Bequest Reserve Fund to fund the 2018 Writer-in-Residence, as previously approved (Motion 17:82 October 2017); and

That \$1,000 be transferred from the Donation and Bequest Reserve Fund to fund the for sculpture at the new Oak Ridges Library, as previously approved (Motion 18:102 November 2018); and

That \$22,183 be transferred from the Special Purpose Reserve to fund the balance of 2017/18 OLCF-ITC Grant project, as previously approved (Motion 18.26 March 2018); *and*

That the Library Board approve the closure of the following capital projects and that an estimated total of \$3,081 be returned to Reserves:

- 905-8912064120 – 2012 Mobile Device Apps TE;
- 905-8914074120 – 2014 Local History Shelving/Equip R&R IS;
- 905-8915074120 – 2015 Furniture CS;
- 905-8916034119 – 2016 General Collection CO;
- 905-8917084120 – 2017 Study Tables & Corner Unit RG;
- 905-8918094120 – 2018 Self-Check Kiosks TE; *and*

That the Richmond Hill Public Library Board return a projected surplus of \$131,257 to the Town of Richmond Hill.

2.0 Background

The Library Board receives financial updates on a quarterly basis. The Financial Statement for the period ending December 31, 2018, is attached. The statement is identified as interim, as it is not an audited financial statement. The audit process has commenced.

As a side note, the Library Board finances are managed through use of the Town of Richmond Hill's Financial Information System and some Finance Department services. As well, the Town appoints the Auditor for the Library Board, ensuring a clear reconciliation between the financial records of the two corporations.

The in-year quarterly financial reporting format focuses on significant variances and contributing operational factors. The fourth quarter's main focus is on the year-end position.

Preparation of the quarterly financial statements, typically completed by the Town of Richmond Hill Finance Department has been transferred to Richmond Hill Public Library at the request of the Town of Richmond Hill owing to volume of work. Documents include the Statement of Operations, Status of Capital Projects and Statement of Reserve Activity.

Brief comments follow with respect to assessment of significant variances between the budget and actual revenues and expenditures as factors affecting that position.

3.0 2018 Operating Result

Based on the 2018 year-end results, the Operating Fund has an overall surplus of \$131,257.

Revenue

Overall, total operating revenue is on target with 99.06% received.

- ***Special Grants***
 - Reflect annual pay equity amount of \$3,700.
- ***Library Generated Revenue***
 - Did not meet budget as 72.34% received, fines and fees revenue in particular were not as robust as anticipated;
 - Some projected revenue was unrealized due to the delayed opening of the new Oak Ridges Library and delayed engagement of a third party collection agency;
 - Fine decreases are mainly attributed to two factors: the ease in avoiding fines with online renewal and courtesy reminders, and a shift in borrowing habits from physical to electronic formats;
 - Fee decreases were also subject to the above noted delays and a reduction in meeting room rental revenue;

- Sales decreases are mainly attributed to limited YRT ticket sales at Central and Richmond Green Library; and
- Miscellaneous, including interest, donations and such, reflects an increase of \$977.

Expenditures

Library expenditures are on target at 97.86% spent.

- ***Personnel***

- Personnel expenses were underspent due to strategic realigning of staff resources, gapping of in-year vacancies and retirements;
- Start dates for positions approved for the new Oak Ridges Library were amended due to delayed opening; and
- Consulting, a contingency account, where spending patterns vary according to requirements during the year, was underspent.

- ***Collection Development***

- Overspent as E-materials acquisitions increased due to growing popularity of the format.

- ***Contract & Services***

- Inventory Control and Programming expenses were underspent due to unrealized expenses resulting from the delayed opening of the new Oak Ridges Library and contract efficiencies; and
- Start date for new Building Maintenance and Repair Service contract approved for 2018 was delayed resulting in one time savings.

- ***Materials & Supplies***

- Overspent as spending patterns vary according to requirements during the year;

- Furniture/equipment, a contingency account, where spending patterns vary according to requirements during the year, was overspent in part due to minor furniture and equipment upgrades; and
- Mileage expenses were overspent due to increased staff claims.

4.0 Status of Capital Reports

The attached chart presents the Library Board with information on the status of capital projects through December 31, 2018, identifying those which have been completed with any remaining balances to be returned to their original funding sources, and those which will be carried over to 2019.

From January to September 2018 the Library closed 4 capital projects and returned the remaining balances totaling \$6,617 to their original sources of funding.

In the fourth quarter, October to December 2018, the following 6 capital projects have been completed and are recommended for closure:

1. 2012 Mobile Device Apps TE (\$62 return to reserves)
2. 2014 Local History Shelving/Equip R&R IS (\$0 return to reserves)
3. 2015 Furniture CS (\$98 return to reserves)
4. 2016 General Collection CO (\$0 return to reserves)
5. 2017 Study Tables & Corner Unit RG (\$1,108 return to reserves)
6. 2018 Self-Check Kiosks TE (\$1,813 return to reserves)

The portfolio of the remaining 23 open capital projects has a total remaining balance of \$1,717,605.

Capital projects vary in expected delivery time from date of approval owing to their complexity or by staff or resource constraints. Staff continues to work on completing outstanding capital projects.

5.0 Richmond Hill Public Library Reserve Activity

Donation and Bequest Reserve Fund

The Richmond Hill Public Library Board Donation and Bequest Reserve Fund, established by The Town of Richmond Hill By-Law #77-06 in 2006, reflects January to December 2018 interest in the amount of \$16,103 for a balance of \$588,977.

Within the Reserve Fund, \$136,011 has been allocated to the following projects:

- \$4,000 balance remaining for sculpture at the new Oak Ridges Library (Motion 18:102 November 2018);
- \$1,000 for the new Oak Ridges Library (unspecified project);
- \$650 balance remaining for the Bond Lake painting for the new Oak Ridges Library (Motion 16:83 September 2016);
- \$7,361 balance remaining for Books for Babies project (Motion 17:26 March 2017); and
- \$123,000 for Local History Digitization project (Motion 18:116 December 2018).

The remaining balance of \$452,966 is unallocated.

Special Purpose Reserve

The Richmond Hill Public Library Board Special Purpose Reserve for 2018 holds the following allocations:

- \$2,500 for TD Summer Reading Program second place award;
- \$60,000 from 2014 designated carry over expenses,
- \$18,000 from 2015 designated carry over expenses;
- \$38,300 from the 2016 surplus is to be held in reserve for designated carry over expenses; and
- \$142,975 from 2017 surplus for designated carry over expenses.

The year-end closing balance is \$261,775.

6.0 Administrative Flexibility

As per section 9.2 of the Financial Authorities Policy a cumulative reallocation of operating budget funds between salary and non-salary budget items did not exceed 1%.

7.0 Non-Competitive Procurement

As per the Procurement Policy, non-competitive procurement takes place in situations where open competition for contract awards is not always possible or practical. When any of the conditions in section 9.1 apply, the CEO and/or Directors may negotiate a contract for the supply of goods and services without a competitive process. Attachment #4 summarizes the sole and single acquisitions for the period of January 1 – December 31, 2018. For this period, sole and single source acquisitions were awarded for a cumulative value of \$353,059.03.

8.0 Alignment with Strategic Plan

This report aligns with the strategic direction to *Reinforce Our Capabilities* by adhering to the Board's sound financial policies. This is also in keeping with our *Value - Accountability* by practicing efficient and effective stewardship of library resources.

9.0 Conclusion

This interim financial report will be confirmed by the audit process. Audited financial statements will be presented by the Auditor at a later date.

Staff recommends that the 2018 Fourth Quarter Financial Report be received, that Library Board return the projected surplus of \$131,257 to the Town of Richmond Hill and that the Library Board approve the closure of the capital projects identified in the report and return \$3,081 to the original sources of funding.

10.0 Attachments

- 1 *RHPL Unaudited Statement of Operations* for the period ending December 31, 2018
- 2 *RHPL Status of Capital Projects* for the period ending December 31, 2018
- 3 *RHPL Statement of Reserve Activity* for the period ending December 31, 2018
- 4 *RHPL 2018 - Non-Competitive Procurement Acquisitions* for the period ending December 31, 2018

Pre-Submission Review

Executive Leadership Team – Thursday, March 21, 2019

Submitted by:

Approved by:

“Signed version on file in the Administration Office”

Nusrat Ahmed
Executive Manager, Business Services

Louise Procter Maio
Chief Executive Officer



Richmond Hill Public Library Board

NEW OAK RIDGES LIBRARY STATUS REPORT
SRLIB19.12

Subject: New Oak Ridges Library Status Report
From: Louise Procter Maio
Date: March 28, 2019

1.0 Recommendation

That the *New Oak Ridges Library Status Report* dated March 28, 2019 be received as information.

2.0 Purpose

To provide the Library Board with an update on the status of the new Oak Ridges Library project.

3.0 Background

The new Oak Ridges Library will be located on the northwest corner of Yonge Street and Regatta Avenue. A joint project with the Town of Richmond Hill and the Library, planning for the new Library began in 2013 with the Library Facilities Master Plan. The architectural design for the new Library was awarded to Perkins + Will Canada Inc. in September 2014. The new Oak Ridges Library project was approved by the Town of Richmond Hill Council as part of the 2015 Capital Budget. Architectural design for the new Oak Ridges Library which

includes floor plans, interior design and millwork was completed in December 2015. The selection of a contractor to construct the new Library was coordinated by the Town of Richmond Hill in late spring 2016. Bondfield Construction Company Ltd. was awarded the contract July 15, 2016. Construction of the new Oak Ridges Library began in August 2016.

Originally the Library project was to be completed by November 17, 2017. As a result of significant rain delays and other contractual issues, the completion date was changed to March 28, 2018. In early October 2018 the construction of the Library was 90% complete and despite the best efforts of Town staff to work with the contractor to complete the construction of the Library little progress was made. As a result on October 3, 2018 the Town exercised its right under the contract to terminate Bondfield's right to continue work. Under the warranty provisions in the contract the Town called upon the bonding company Zurich Insurance to complete the project.

In early March 2019 the Town and Zurich Insurance reached an agreement with Buttcon Limited to complete the construction of the Library. Buttcon Limited took over construction on March 18, 2019. The expected completion date of the remaining construction scope is fall 2019.

4.0 New Oak Ridges Library Status

There are many components that require planning and ongoing work in preparation for the move to the new Library. The statuses of these components are outlined below:

Construction

Town of Richmond Hill staff and the Perkins + Will architectural team are working closely with Buttcon Limited during the transition phase of the project.

Furniture and Shelving

Furniture and shelving has been ordered.

Technology

Plans for technology equipment selection are complete and purchasing is in process. Technology equipment includes such items as: material sorter, check-in and check-out kiosks, computers and printers for public and staff use, wireless equipment, maker space equipment, audio visual presentation equipment, charging stations, information kiosks and digital signage.

Collection Development

Over 23,000 new material items have been ordered and received and are currently in storage. The new Library's collection size will be over 80,000 items on opening day.

Staff

Update and planning meetings with Oak Ridges Library staff continue in preparation for the move to the new Library.

Moving Services

Specialized library moving services are required to move library material and equipment from the current Library site to the new site. A mover has been selected.

5.0 Looking Ahead

Library Closure and Move to the New Site

The Library will close to the public at its current location when an occupancy date has been established. The occupancy date is a milestone date which allows the Library to occupy and move into the new Library.

It is anticipated that the Oak Ridges Library will be closed to the public for approximately 6 weeks for the move and transition to the new site. Library customers will be redirected to the other Richmond Hill Public Library sites during the closure period.

Opening Date

Opening of the new Oak Ridges Library is anticipated for fall 2019.

Extensive communication of the Oak Ridges Library's closure period and opening date will be posted on the Library's web site, social media channels, and other formats such as signs posted in all Library locations.

6.0 Alignment with the Strategic Plan

This report aligns with the Library's *Strategic Plan* directive 'Contribute Vibrant Spaces' by rethinking and designing the new Library's physical spaces for different types of services, programs and uses; spaces that are easily integrated into everyone's daily life and renew customers' library experiences.

7.0 Conclusion

The design and construction of the new Oak Ridges Library will provide opportunities for a wide range of library services that cannot be provided in the current smaller and crowded library facility. The new Library will offer an expanded selection of programs, collections and services to the community; and provide the community with a sense of place and civic presence. The new Oak Ridges Library will have a flexible design to allow it to grow and adapt to the future needs of the community.

8.0 Attachment

8.1 *Oak Ridges Library Construction Update* – Town of Richmond Hill Website
News & Notices - Thursday, March 14, 2019.

Pre-Submission Review

Executive Leadership Team – Friday, March 22, 2019

Submitted by:

Approved by:

“Signed version on file in the Administration Office”

Barbara Ransom
Director, Customer Experiences

Louise Procter Maio
Chief Executive Officer



Posted on Thursday, March 14, 2019

Richmond Hill and Zurich Insurance have reached an agreement on a completion contract with Buttcon Limited for the last 10% of construction on the Oak Ridges Library.

Buttcon Limited will take over construction on Monday, March 18 with the work expected to be complete by fall 2019. Following completion of the remaining construction scope, Richmond Hill Public Library has allocated a six week transition period to prepare the new library for opening to the public.

For background information, please see the [Oak Ridges Library construction update](#) from October 5, 2018.

Contact(s)

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Source: <https://www.richmondhill.ca/Modules/News/index.aspx?feedId=5988c08a-c0f5-4d51-91e0-9691f68738f4&newsId=535a92ae-a445-4907-bf21-98c651253bf8>



Richmond Hill Public Library Board

2019 OPERATING BUDGET OPTIONS AND IMPACTS REPORT SRLIB19.13

Subject: 2019 Richmond Hill Public Library Operating Budget Options and Impacts Report
From: Louise Procter Maio
Date: March 28, 2019

1.0 Recommendation

That the 2019 Richmond Hill Public Library Operating Budget Options and Impacts Report be received for information;

and

That the Library Board provide direction on what budget adjustment option is preferred to align the 2019 Draft Operating Budget with the Council approved funding envelope, as described in the above noted report (one of the following):

- i. That Option A, which provides a budget adjustment in 4 areas including a reduction in the existing staff complement by \$110,500; elimination of Sunday service hours at Central Library from June 1st – Sept. 30th by \$49,400; deletion of new staff asks by \$112,200; and a reduction in the transfer to the Town (TRH) Capital Reserve Fund by \$44,600, be the preferred option; *or*

- ii. That Option B, which provides a budget adjustment in 3 areas including a reduction in the existing staff complement by \$153,800; deletion of new staff asks by \$112,200; and a reduction in the transfer to the TRH Capital Reserve Fund by \$50,700, be the preferred option.

2.0 Purpose

Council has concluded its review and approval process for the 2019 municipal budget. As noted in earlier staff reports, once Council formally approves the budget inclusive of the total funds allocated to the Library Board, staff are in a position to recommend to the Board the final drafts of the 2019 Operating Budget, Three Year Outlook, and Business Plan. The purpose of this report is to provide budget adjustment options to align the Board's operating budget with the funding envelope received from Council.

3.0 Background

The Library's 2019 Draft Operating Budget was presented to Council's Budget Committee of the Whole (BCW) on February 12, 2019, by Board Member S. Chait and the Chief Executive Officer. The Board was requesting an additional \$533,800 over 2018 approved funding which also included 3 new staff positions.

When developing the 2019 Operating Budget, Library staff followed Council's directions to maintain existing service levels, include items consistent with the (Library) Strategic Plan that also provide for annualizations of prior year's approved service enhancements and impacts from development growth, and minimize the tax rate impact.

The Budget Committee of the Whole recommended a 2.4% increase over 2018, in line with the Consumer Price Index (CPI), in the amount of \$217,100 to be

allocated by the Library Board. It was also suggested that the Board undertake fundraising efforts to provide additional funding.

The Chief Executive Officer made a follow up presentation to BCW on February 19, 2019, to provide further information on the nature of the library budget, the impact of a 2.4% budget increase on operations, and research results regarding fundraising and grant opportunities.

At the February 21, 2019, Library Board meeting, the Board received a report on the status of the operating budget detailing the Board's financial stewardship, a discussion of the Consumer Price Index and how the Library's expenses do not parallel those included in the CPI, the nature of the library budget with limited flexibility in its budget cost categories and identified Personnel as the major cost centre, which represents 74% of the library budget. ¹(attached)

Council formally adopted the 2019 Municipal Operating Budget at a Special Council Meeting on February 26, 2019, allocating \$9,264,600 to the Library Board, an increase of \$217,100 or 2.4%.

This requires a reduction of \$316,700 from the 2019 Library Board Draft Operating Budget to meet Council's funding envelope. A 2.4% budget increase creates significant challenges as service level reductions are unavoidable. Staff have thoroughly studied various scenarios and consequences to provide the Board with two budget adjustment options and impacts so as to realign the 2019 Operating Budget with approved funding.

4.0 Budget Adjustment Options

Two budget adjustment options are provided for the Board's consideration to remove \$316,700 from the 2019 Draft Operating Budget in alignment with the funding increase.

¹ Richmond Hill Public Library Board. Status of 2019 Richmond Hill Public Library Operating Budget Report SRLIB19.08. Feb. 21, 2019

.1 Option A: Reduction of Existing Staff Complement and Elimination of Sunday Service Hours Jun. 1st – Sept. 30th.

This option provides for:

- Reduction in the existing staff complement (3)
- Elimination of Sunday service hours at Central Library from Jun. 1st – Sept. 30th
- Deletion of new staff asks for a growing community (3)
- Reduction in the transfer of funds to the TRH Capital Reserve Fund

.2 Option B: Reduction of Existing Staff Complement

This option provides for:

- Reduction in the existing staff complement (4)
- Deletion of new staff asks for a growing community (3)
- Reduction in the transfer of funds to the TRH Capital Reserve Fund

5.0 Analysis of Two Options

.1 Option A: Reduction of Existing Staff Complement and Elimination of Sunday Service Hours Jun. 1st – Sept. 30th.

Table 1 - Option A		
2019 Draft Operating Budget Increase presented to BCW on Feb. 12, 2019		\$ 533,800 5.9%
Reduction of existing staff complement (3)	(110,500)	
Elimination of Sunday Service Hours (June 1 to Sept. 30)	(49,400)	
Deletion of 2019 new staff asks (3)	(112,200)	
Reduction in Transfer to TRH Capital Reserve Fund	<u>(44,600)</u>	
Total Reduction		<u>(316,700)</u>
2019 Approved Operating Budget Increase		\$ 217,100 2.4%

.i Reduction of existing staff complement (3 positions)

This would result in the elimination of three existing positions across the system that provide direct customer service at Central, Oak Ridges and Richvale Library where programming, content development, circulation and access to information would be impacted:

- less programming offered especially in technologies and makerspaces which may result in closure of dedicated spaces 1-2 days/week;
- postponement of capital projects such as public computer workstation upgrades and installation of automated materials handling sortation system at Richvale Library;
- access to information impaired due to less frequent selection of and access to library materials;
- less timely receipt and availability of materials resulting in declining circulation;
- less digitization of local history and community archives; and
- less collaboration with local service agencies and organizations in the design and delivery of services, a cost-effective approach for residents.

.ii Elimination of Sunday service hours at Central Library from June 1st to September 30th

This would result in the elimination of Sunday service from June 1st to September 30th at Central Library with both public and staff impacts:

- loss of public goodwill as almost 1,000 customers avail themselves weekly of Sunday services;
- temporary staff layoffs invoked for this period; and
- loss of revenue through space rentals.

.iii Deletion of all new staff asks (3 positions)

This would result in the elimination of the three new additional resources required to maintain service levels for a growing community with the following impacts:

- limited support for the computer lab and makerspace room at the new OR Library as dedicated staff support won't be feasible;
- administrative support for 4 Directors and back up to CEO and Board will not be provided, also implementation of service enhancements and projects will not be timely; and
- current programming at RG Library cannot be extended including literacy, skill development and makerspace services. Also the ability to extend evening hours to 9:00 p.m. Monday through Thursday will not be possible, a service already provided to Central and Oak Ridges customers.

.iv Reduction in transfer to the TRH Capital Reserve Fund

- The Library has always contributed to the TRH Capital Reserve Fund as a prudent financial measure to support future needs of the Library's significant asset, the library collection. Reducing the ability to replenish further stresses a depleting reserve.

Option A enables the budget adjustment to be balanced between staff and service.

.2 Option B: Reduction of Existing Staff Complement

Table 2 - Option B		
2019 Draft Operating Budget Increase presented to BCW on Feb. 12, 2019		\$ 533,800 5.9%
Reduction of existing staff complement (4)	(153,800)	
Deletion of 2019 new staff asks (3)	(112,200)	
Reduction in Transfer to TRH Capital Reserve Fund	<u>(50,700)</u>	
Total Reduction		<u>(316,700)</u>
2019 Approved Operating Budget Increase		\$ 217,100 2.4%

.i Reduction of existing staff complement (4 positions)

This would mean the elimination of four existing positions across the system that provide direct customer service at Central, Oak Ridges and Richvale Library where programming, content development, circulation and access to information would be impacted:

- significant impact on Central Library's customer service provision by restricting staff ability to interact with customers owing to the need for periodic desk closures;
- supervision of workflow impacted;
- less programming offered especially in technologies and makerspaces which may result in closure of dedicated spaces 1-2 days/week;
- postponement of capital projects such as public computer workstation upgrades and installation of automated materials handling sortation system at Richvale Library;
- access to information impaired due to less frequent selection of and access to library materials;
- less timely receipt and availability of materials resulting in declining circulation;

- less digitization of local history and community archives; and
- less collaboration with local service agencies and organizations in the design and delivery of services, a cost-effective approach for residents.

.ii Deletion of all new staff asks (3 positions)

This would result in the elimination of the three new additional resources required to maintain service levels for a growing community with the following impacts:

- limited support for the computer lab and makerspace room at the new OR Library as dedicated staff support won't be feasible
- administrative support for 4 Directors and back up to CEO and Board will not be provided, also implementation of service enhancements and projects will not be timely; and
- current programming at RG Library cannot be extended including literacy, skill development and makerspace services. Also the ability to extend evening hours to 9:00 p.m. Monday through Thursday will not be possible, a service already provided to Central and Oak Ridges customers.

.iii Reduction in transfer to the TRH Capital Reserve Fund

The Library has always contributed to the TRH Capital Reserve Fund as a prudent financial measure to support future needs of the Library's significant asset, the library collection. Reducing the ability to replenish further stresses a depleting reserve.

The impact of Option B places the burden of the entire budget adjustment on staffing which will result in a significant decrease in the Library's most valued asset and its ability to serve the public.

6.0 Financial Implications

To align with the funding envelope provided by Council for the 2019 Operating Budget, a reduction in the amount of \$316,700 is required. Either of the options presented will achieve that objective and align with the 2.4% increase over 2018 funding as approved by Council.

7.0 Alignment with the Strategic Plan

These budget adjustments, while conforming to approved funding, do not allow for a close alignment with the Strategic Plan. Either option, including a reduction to the existing staff complement, removal of new staff resources, and reduction in fund transfer, and/or elimination of Sunday service hours for 4 months, reduces the Library's capacity to deliver current and expected library services to the community.

8.0 Conclusion

A 2.4% increase over 2018 funding impacts the Library's ability to carry out existing operations and maintain service levels for a growing community. Library expenses do not parallel those of the Consumer Price Index especially as the Library transitions to a new facility three times the size of the current branch, and annualizes approved staff salaries. Contractual obligations that support library operations are also not bound by a CPI increase.

As a service-based organization, the Library has limited flexibility in its budget cost categories. Personnel costs represent 74% of the budget. The capacity to deliver current and extended services for a growing community is compromised as service levels cannot be maintained.

Option A divides the burden between staffing and service so as to maintain capacity to rebuild. Option B places the burden solely on staffing, a valuable resource in an already leanly staffed organization.

This report provides two options for the Library Board's consideration and staff direction. Once the Library Board formally approves the preferred option listed in the report, staff will be in a position to recommend to the Board the final draft of the 2019 Operating Budget.

9.0 Attachments

- 1 *Status of 2019 Richmond Hill Public Library Operating Budget Report
SRLIB19.08, dated February 21, 2019*

Pre-Submission Review

Executive Leadership Team – Friday, March 22, 2019

Approved by:

“Signed version on file in the Administration Office”

Louise Procter Maio
Chief Executive Officer



Richmond Hill Public Library Board

**STATUS OF 2019 RICHMOND HILL PUBLIC LIBRARY
OPERATING BUDGET REPORT
SRLIB19.08**

Subject: Status of 2019 Richmond Hill Public Library Operating Budget Report

From: Louise Procter Maio

Date: February 21, 2019

1.0 Recommendation

That the *Status of the 2019 Richmond Hill Public Library Operating Budget Report* be received.

2.0 Background

The Library's 2019 Draft Operating Budget was presented to Council's Budget Committee of the Whole (BCW) on February 12, 2019 by Board Member S. Chait and the Chief Executive Officer. The Board was requesting an additional \$533,800 over 2018 approved funding which also included 3 new staff positions.

When developing the 2019 Operating Budget, Library staff followed Council's directions to maintain existing service levels, include items consistent with the

(Library) Strategic Plan that also provide for annualizations of prior year's approved service enhancements and impacts from development growth, and minimize the tax rate impact.

The Committee recommended a 2.4% increase over 2018, in line with the Consumer Price Index (CPI), in the amount of \$217,100 to be allocated by the Library Board. It was also suggested that the Board undertake fundraising efforts to provide additional funding.

The Chief Executive Officer made a follow up presentation to Council on February 19, 2019 to provide further information on the nature of the library budget, the impact of a 2.4% budget increase on operations, and research results regarding fundraising and grant opportunities.

3.0 Financial Stewardship

The Library Board practices efficient and effective stewardship of financial resources. Any surpluses resulting at year-end are normally within 1.5% of the overall budget and typically returned to Town reserves. In 2017 there was a surplus of \$143,000 with an overall budget of \$ 10.2M. This was mainly due to personnel gapping and the delayed opening of the new Oak Ridges Library. A similar surplus is expected in 2018, for similar reasons.

4.0 Consumer Price Index (CPI)

The Consumer Price Index is defined as a measure of the average change over time in the prices paid by urban consumers for consumer goods and services. A basket of goods includes everyday products such as food, clothing, furniture and a range of services.

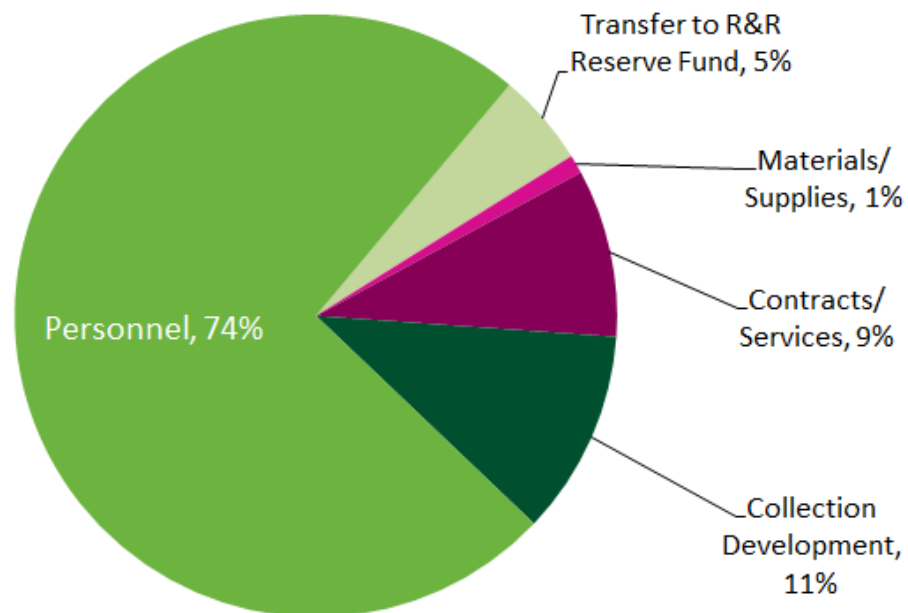
The Library's expenses do not parallel those included in the CPI. Staff previously hired and those whose salary is being annualized are not covered by a CPI adjustment. Also, the new Oak Ridges Library will replace the branch opened in the 1980's and will be 3 times the size in recognition of the growth of the

community it serves. That has cost implications that are not covered by a CPI adjustment that need to be included in the budget. Some vendor contractual costs required to maintain library services are not covered by a CPI adjustment.

5.0 **Library Budget**

The Library, as a service-based organization, has limited flexibility in its budget cost categories. The major operating expenditures are comprised of Personnel costs and Contract Services, each representing 74% and 9% respectively.

Operating Expenditure Budget



Personnel costs require sustainable funding. Additionally there are ongoing contractual obligations that support library operations that can't be terminated. For example, in addition to our staff, many of our suppliers have ongoing contracts required either to obtain the service in the first place or to obtain favourable pricing, or both. Some of those contracts are substantial and without which the Library cannot function. The fixed nature of most of our costs reduces our flexibility.

Existing revenue sources do not mitigate cost increases. Provincial funding has been flat-lined for years and the Library's ability to generate revenue is limited by the *Public Libraries Act*. Fees and service charges are applied where permitted and reviewed and adjusted annually. The major source of library generated revenue has historically been the collection of fines on overdue materials. Fine revenue is no longer a major revenue generator as there has been a significant increase in the borrowing of electronic materials which do not incur fines.

A 2.4% budget increase will create significant challenges. Service level reductions would be required.

6.0 **Budget Adjustment**

The Library Board would need to remove \$316,700 from the Draft Operating Budget to meet the Committee's recommended target of a 2.4% funding increase.

Should Council approve the Budget Committee of the Whole's recommendation, the Board would have to consider the following:

2019 Draft Operating Budget Increase presented to BCW on Feb. 11, 2019	\$ 533,800	5.9%
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Impact:

▪ Reduction of existing staff complement	(146,000)	
▪ Deletion of 2019 new staff asks	(112,200)	
▪ Reduction in Transfer to TRH Capital Reserve Fund	(45,500)	
▪ Other Reductions	<u>(13,000)</u>	
Total Reductions		(316,700)

2019 Draft Operating Budget Increase as per BCW recommendation	<u>\$ 217,100</u>	2.4%
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.1 Reducing the staff complement

This would mean the elimination of several positions across the system that provide direct customer service at Central and Oak Ridges Library where programming, circulation and access to information would be impacted. Library staff are also active in the community, collaborating with local service agencies and organizations in the design and delivery of services, a cost-effective approach for residents, that would be impacted.

An alternative option would be to eliminate a service, such as Sunday service at Central Library. Almost 1,000 customers avail themselves weekly of Sunday services.

.2 Deleting new staff asks

Three new additional resources are required to maintain service levels for a growing community. For example:

- support for the computer lab and makerspace room at the new Oak Ridges Library may not be serviced as planned, as dedicated staff support will not be feasible;
- without administrative assistance, the implementation of service enhancements and projects will not be timely; and
- without an additional staff resource at Richmond Green, current programming cannot be extended including literacy, skill development and makerspace services. Also the ability to extend evening hours to 9:00 p.m. Monday through Thursday will not be possible, a service already provided to Central and Oak Ridges customers.

.3 Reducing the transfer to the TRH Capital Reserve Fund

The Library has always contributed to the Town's Repair and Replacement Reserve Fund as a prudent financial measure to support future needs of the

Library's significant asset, the library collection. Reducing the ability to replenish, further stresses a depleting reserve.

.4 Other deductions

Other areas for reduction will be explored especially in areas where costs have not yet been committed. This may include a review of materials and service costs not yet committed for the new library, or other sources.

7.0 Fundraising and Grant Opportunities

The Committee suggested the Library Board consider fundraising and grant opportunities to offset costs, a good idea worth exploring. A review of fundraising research noted that fundraising is a fiercely competitive environment, facing donor fatigue, and that it takes an investment in fundraising personnel to realize any measurable benefit. The donor pool is diminishing as well, it is not attracting the millennial generation. Of the existing donor community in Canada, only 3% donate to the arts and culture sector. With regards to the library sector, a quick survey revealed there are no known examples of the use of fundraising initiatives to fund public library operating costs in Canada. Library foundations or Friends of the Library groups are established as separate, arms-length organizations. Their purpose is to provide enhanced funding to support identified projects, not to supplement operating budgets. These are expected to be provided by government sources.

With regards to grants, they are available and the Library has been a recipient. Typically they are offered for special purposes and projects, with clearly articulated criteria for both eligible and ineligible expenses. They are also time-limited. Operating costs are not eligible. In both cases, with fundraising and grant opportunities, their intended purpose is specific and project driven, not meant as an ongoing, sustainable source of operational funding.

8.0 Conclusion

A 2.4% increase over 2018 funding impacts the Library's ability to carry out existing operations and maintain service levels.

Reducing the staff complement compounds the ability to provide library service the public expects. Sunday service is but one example. There are ongoing contractual obligations that support library operations that can't be terminated. A reduced transfer to the Capital Reserve Fund is not a sustainable measure in maintaining the library's major asset, the library collection. Other reductions, such as materials and services at a site 3 times larger than the current facility, will disappoint the community. Operating costs cannot be offset through fundraising and grant opportunities as they are ineligible, and the *Public Libraries Act* limits the Library's ability to earn revenue. Existing revenue sources are declining owing to the increased popularity of electronic materials. Residents would be impacted as maintaining service levels would not be possible with a 2.4% budget increase.

Once Council formally approves the 2019 municipal budget inclusive of the total funds allocated to the Library Board, staff is in a position to recommend to the Board the final draft of the 2019 Operating Budget. Council is expected to approve the municipal budget on February 26, 2019. A staff report will be brought to the Board at the March 28, 2019 meeting recommending the final budget, dependent upon the funding envelope provided by Council. This additional month will allow time for a more thorough study of options and impacts should a reduction be necessary.

Pre-Submission Review

Executive Leadership Team – Thursday, February 21, 2019

Approved by:

“Signed version on file in the Administration Office”

Louise Procter Maio
Chief Executive Officer



Richmond Hill Public Library Board

FINAL 2019 OPERATING BUDGET REPORT

SRLIB19.14

Subject: 2019 Final Richmond Hill Public Library Operating Budget Report
From: Louise Procter Maio
Date: March 28, 2019

1.0 Recommendation

That the Final *2019 Operating Budget Report*, dated March 28, 2019, be approved;

That the Final *Three Year Financial Outlook 2020 – 2022*, dated March 28, 2019, be approved;

and

That the Final *2019 Business Plan*, dated March 28, 2019, be approved.

2.0 Purpose

Council has concluded its review and approval process for the 2019 municipal budget. As noted in earlier staff reports, once Council formally approves the budget inclusive of the total funds allocated to the Library Board, staff are in a position to recommend to the Board the final drafts of the 2019 Operating Budget, Three Year Outlook and Business Plan.

3.0 Background

The Library Board approved the 1st draft of the 2019 Operating Budget, Business Plan and Three Year Financial Outlook on September 20, 2018. The Library Board approved the 2nd draft of the 2019 Operating Budget package on December 13, 2018, reflective of the vision of the Strategic Plan, operating needs of the Library with due regard for achieving cost efficiencies wherever possible and continued deliberation with Town staff. A status report was provided to the Board on January 17, 2019, noting no budget changes but including updated preliminary actuals as of November 30, 2018, and presented the budget in the prescribed Town format.

The Library's 2019 Draft Operating Budget was presented to Council's Budget Committee of the Whole (BCW) on February 12, 2019, by Board Member S. Chait and the Chief Executive Officer. The Board was requesting an additional \$533,800 over 2018 approved funding which also included 3 new staff positions.

When developing the 2019 Operating Budget, Library staff followed Council's directions to maintain existing service levels, include items consistent with the (Library) Strategic Plan that also provide for annualizations of prior year's approved service enhancements and impacts from development growth, and minimize the tax rate impact.

The Budget Committee of the Whole recommended a 2.4% increase over 2018, in line with the Consumer Price Index (CPI), in the amount of \$217,100 to be allocated by the Library Board. It was also suggested that the Board undertake fundraising efforts to provide additional funding.

The Chief Executive Officer made a follow up presentation to BCW on February 19, 2019, to provide further information on the nature of the library budget, the impact of a 2.4% budget increase on operations, and research results regarding fundraising and grant opportunities.

Council approved the overall municipal budget at a Special Council Meeting of Council on February 26, 2019, allocating \$9,264,600 to the Library Board, an increase of \$217,100 or 2.4%. This requires a reduction of \$316,700 from the 2019 Draft Operating Budget to meet Council's funding envelope.

4.0 2019 Operating Budget Adjustment

Council does not determine or recommend how this reduction is to be achieved. In order to meet that target, a revision is proposed in 4 areas. The recommended final budget is attached. The documentation includes the final Operating Budget, Three Year Outlook and Business Plan for 2019 which have been revised with regard to the approved funding envelope.

The areas of change from the 2nd draft include a reduction in the existing staff complement (3 positions) by \$110,500; an elimination of Sunday service hours at Central Library (June 1st – Sept. 30th) by \$49,400; deletion of new staff asks (3 positions) by \$112,200; and a reduction in the transfer to reserves by \$44,600.

Firstly, existing 3 positions that provide direct customer service at Central and Oak Ridges have been eliminated where programming, circulation, content development and access to information will be impacted. Collaborative design and delivery of services with local service agencies and organizations, a cost-effective approach for residents, will also be impacted.

Secondly, closing Sunday services at Central Library for 4 months will impact the public significantly as almost 1,000 customers avail themselves weekly of Sunday services. It will also have a significant staff impact as temporary staff layoffs would be invoked for this period.

Thirdly, new staff resources (3 positions) required to maintain service levels for a growing community have been deleted. This will impact new services at the new Oak Ridges Library, timely implementation of service enhancements and projects

across the system, and the inability to extend programming and service hours at Richmond Green Library for a fast growing area.

Fourthly, reducing the transfer to the Town of Richmond Hill's Capital Reserve Fund places a future burden on development of the library collection. Reducing the ability to replenish, further stresses a depleting reserve.

The attached final copy of the 2019 Operating Budget now dated March 28, 2019, was revised with regard to the Council approved funding envelope and is recommended for approval.

5.0 Three Year Financial Outlook 2020 – 2022

The Three Year Financial Outlook 2020 – 2022 has been revised to reflect the final 2019 Draft Operating Budget changes.

6.0 2019 Business Plan

The 2019 Business Plan has been revised to reflect the changes in the final 2019 Draft Operating Budget.

The following initiatives have been removed from the previously approved Business Plan:

- Gather, digitize and curate unique local content from community groups;
- Finalize budget and scope for the expansion of Central Library;
- Upgrade all public computing workstations across all sites;
- Enhance customer service with the design and installation of an automated materials handling sortation system at Richvale Library;
- Explore options for “library of things” in providing non-traditional items for borrowing;

- Expand maker space programming at all sites; and
- Develop strategies that align staff resources with new functions by adding additional staff at Richmond Green and Central Libraries.

7.0 Alignment with Strategic Plan

The final draft of the operating budget does not allow for a close alignment with the Strategic Plan. Staff positions required to maintain existing service levels and for a growing community have been eliminated plus Sunday service for 4 months has been eliminated, impacting connections, choices, spaces and capabilities. Service levels will be reduced as a result.

8.0 Conclusion

Council has concluded its review and approval process for the 2019 municipal budget including total funds allocated to the Library Board. Staff is now in a position to recommend the final drafts of the 2019 Operating Budget, Three Year Outlook, and Business Plan. Upon Board approval, staff will implement the initiatives contained therein.

9.0 Attachments

1. *Final RHPL 2019 Operating Budget*, dated March 28, 2019
2. *Final RHPL Three Year Financial Outlook 2020 – 2022*, dated March 28, 2019
3. *Final RHPL 2019 Business Plan*, dated March 28, 2019

Pre-Submission Review

Executive Leadership Team – Friday, March 22, 2019

Submitted by:

Approved by:

“Signed version on file in the Administration Office”

Nusrat Ahmed
Executive Manager, Business Services

Louise Procter Maio
Chief Executive Officer



Richmond Hill Public Library Board

FINAL 2019 OPERATING BUDGET REPORT

SRLIB19.14

Subject: 2019 Final Richmond Hill Public Library Operating Budget Report
From: Louise Procter Maio
Date: March 28, 2019

1.0 Recommendation

That the Final *2019 Operating Budget Report*, dated March 28, 2019, be approved;

That the Final *Three Year Financial Outlook 2020 – 2022*, dated March 28, 2019, be approved;

and

That the Final *2019 Business Plan*, dated March 28, 2019, be approved.

2.0 Purpose

Council has concluded its review and approval process for the 2019 municipal budget. As noted in earlier staff reports, once Council formally approves the budget inclusive of the total funds allocated to the Library Board, staff are in a position to recommend to the Board the final drafts of the 2019 Operating Budget, Three Year Outlook, and Business Plan.

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When developing the 2019 Operating Budget, Library staff followed Council's directions to maintain existing service levels, include items consistent with the (Library) Strategic Plan that also provide for annualizations of prior year's approved service enhancements and impacts from development growth, and minimize the tax rate impact.

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The Chief Executive Officer made a follow up presentation to BCW on February 19, 2019, to provide further information on the nature of the library budget, the impact of a 2.4% budget increase on operations, and research results regarding fundraising and grant opportunities.

Council approved the overall municipal budget at a Special Council Meeting of Council on February 26, 2019, allocating \$9,264,600 to the Library Board, an increase of \$217,100 or 2.4%. This requires a reduction of \$316,700 from the 2019 Draft Operating Budget to meet Council's funding envelope.

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The areas of change from the 2nd draft include a reduction in the existing staff complement (4 positions) by \$153,800; deletion of new staff asks (3 positions) by \$112,200; and a reduction in the transfer to reserves by \$50,700.

Firstly, existing 4 positions that provide direct customer service at Central, Oak Ridges and Richvale have been eliminated where programming, circulation, content development and access to information will be impacted. Collaborative design and delivery of services with local service agencies and organizations, a cost-effective approach for residents, will also be impacted.

Secondly, new staff resources (3 positions) required to maintain service levels for a growing community have been deleted. This will impact new services at the new Oak Ridges Library, timely implementation of service enhancements and projects across the system, and the inability to extend programming and service hours at Richmond Green Library for a fast growing area.

Thirdly, reducing the transfer to the Town of Richmond Hill's Capital Reserve Fund places a future burden on development of the library collection. Reducing the ability to replenish, further stresses a depleting reserve.

The attached final copy of the 2019 Operating Budget now dated March 28, 2019, was revised with regard to the Council approved funding envelope and is recommended for approval.

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- Expand maker space programming at all sites; and
- Develop strategies that align staff resources with new functions by adding additional staff at Richmond Green and Central Libraries.

7.0 Alignment with Strategic Plan

The final draft of the operating budget does not allow for a close alignment with the Strategic Plan. Staff positions required to maintain existing service levels and for a growing community have been eliminated, impacting connections, choices, spaces and capabilities. Service levels will be reduced as a result.

8.0 Conclusion

Council has concluded its review and approval process for the 2019 municipal budget including total funds allocated to the Library Board. Staff is now in a position to recommend the final drafts of the 2019 Operating Budget, Three Year Outlook, and Business Plan. Upon Board approval, staff will implement the initiatives contained therein.

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Pre-Submission Review

Executive Leadership Team – Friday, March 22, 2019

Submitted by:

Approved by:

“Signed version on file in the Administration Office”

Nusrat Ahmed
Executive Manager, Business Services

Louise Procter Maio
Chief Executive Officer

2019 RICHMOND HILL PUBLIC LIBRARY BUSINESS PLAN

Overview

Richmond Hill Public Library (RHPL) is a modern library system with four convenient locations to serve residents with both traditional and virtual access to library materials relating to individual enrichment, self-education, culture and recreation. The Library is also seen as a community hub, a place for social interaction as well as the provider of materials and information. It is regarded as an integral place to introduce newcomers to the community, children to early literacy and the love of reading, and the public of all ages to new and emerging technologies.

RHPL operates under the direction of a nine member Library Board appointed by the Town of Richmond Hill Council. The Board is governed by the *Public Libraries Act* and other relevant legislation and has the authority of full management and control of Richmond Hill Public Library. It assumes with that authority, the duty to develop policies related to the framework, governance and operation of the Library.

In June 2013 the Richmond Hill Public Library Board approved a strategic plan. Guided by what they heard from the community and staff, a new purpose was defined, a vision was created, values were clarified and strategies were identified.

Our **Purpose** is Sure:

We are your library. Your knowledge centre. When you need to solve a problem, make a decision, learn, read, enjoy or explore an issue, we integrate the sources with the expertise to help you build your life and build your community.

Our **Vision** is Clear:

Enriching Your Connections, Choices and Community

We will enrich your choices, your connections, and your community in ways you've never imagined. As our community changes dramatically, we are determined to know you better and to continuously improve the sources, services and spaces you deserve from your library.

We will be recognized as being aligned with Town initiatives and as an integral part of the community network, catalyzing conversations within the community and among individuals. We will be your know-how, enjoy-that space for discovery, and experimenting. You'll know us, not just as the place that loans books, but as the library staff who touch your diverse lives in positive and impactful ways.

Our **Values** are Strong

Accessibility

Diversity

Intellectual Freedom

Innovation

Respect

Literacy and Lifelong Learning

Accountability

Services That We Provide

In alignment with the Library's Strategic Plan, activities and support to the public are delivered through five key functional areas: customer experiences, community connections, technologies, content, and administration.

- ***Customer Experiences***

- Customer and welcoming services
- Borrowing services
- Information and emerging technologies services
- System-wide coordination of branch services
- Library facilities' renovations and builds
- Planning, design, development and evaluation of customer experiences and service interactions



- ***Community Connections***

- Community building through partnership development
- Corporate marketing, communications and public relations services
- Website and virtual content
- Program and outreach design and delivery
- Planning, design, development and evaluation of community connections and collaboration

- ***Technologies***

- Public and staff computing services and support
- Virtual branch service support
- Digitization service support
- Planning, design, development and evaluation of technology infrastructure and innovations



- **Content**

- Content development services
- Electronic resource services
- Digitization services
- Content support services
- Curation services of locally-created and published sources unique to Richmond Hill
- Planning, design, development and evaluation of content and curation services



Administration

- Library Board liaison and support
- Corporate leadership and support (policy, planning and management)
- Business services management

- Talent and culture management
- Effective administration of the corporation

Collectively these functions provide a wide range of associated materials, programs and services including:

- in-depth collections including print, audio visual and electronic
- information and reader's advisory services
- access to online authoritative electronic resources
- public computers and internet access including wireless service
- access to new and emerging technologies
- programs for children, youth and adults
- community building through outreach and engagement
- partnership development and collaboration
- community information
- newcomer information and services
- visiting library service for the homebound
- adaptive technology and accessible collections



- world language collections, programs and services
- self-services including check-in, check-out and holds pick up
- joint facility partnership with the York Region District School Board
- web-based services for renewals, account and hold information, library catalogue and online searching of electronic resources, current events and program information, and registration
- virtual services synergistic with and complementary of our physical spaces
- social media connections through Facebook, Twitter, Instagram, Pinterest, and YouTube



2018 Accomplishments (January – June 2018)

Strengthen Your Connections

- ✓ Collaboratively designed and delivered services with partners and community organizations for specific community segments that none of us could deliver alone:
 - Canadian Mental Health Association (CMHA) - provided CMHA clients with instruction in digital literacy
 - Canada Revenue Agency - coordinated tax clinics for over 110 low income residents

- Richmond Green Secondary School - hosted a Maker Fair at Richmond Green Library in collaboration with school faculty to promote the York Region District School Board's STEAM education initiative; and delivered Practical Life Skills programs to learning challenged students to assist them in developing basic social and living skills for daily living
- ✓ Furthered the newcomer strategy in partnership with the Library Settlement Program (LSP) by offering a variety of programming for newcomer seniors and in collaboration with the Parya Trillium Foundation to offer a web design program for newcomer youth
- ✓ Delivered a well-received presentation at the Ontario Library Association Conference called *Creating a culture for success: using organizational values from your Strategic Plan* as an innovative approach to customer service
- ✓ Acted as official hub for *Culture Days* in Richmond Hill and hosted multiple activities with community partners at Central Library
- ✓ Contributed Library content for *TRH 2017 Annual Culture Report* and *2017 Accessibility Report*
- ✓ Enhanced the Library's role as knowledge centre through extensive social media campaigns across multiple platforms, engaging residents with library services and resources
- ✓ Established Google business profiles for the four RHPL locations, allowing for each branch to become more searchable/engageable through Google's

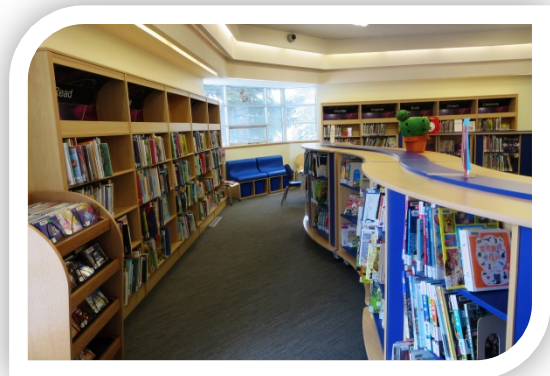


search engine, and offering additional methods for individuals to digitally connect with the Library

- ✓ Initiated installation of the new telephone solution strengthening connections with customers

Contribute Vibrant Spaces

- ✓ Completed renovation of the children's area at Richvale Library, providing a fresh, modern space that encourages more exploration and love of reading
- ✓ Continued construction of new Oak Ridges Library in partnership with Town of Richmond Hill
- ✓ Continued extensive planning for technologies, collections, furniture, shelving, staffing and specialized moving services for the new Oak Ridges Library
- ✓ Introduced completed *Central Library Expansion Feasibility Study* for Library Board and Council consideration
- ✓ Participated in the Town of Richmond Hill's Civic Precinct Project meetings in relation to the expansion options for Central Library



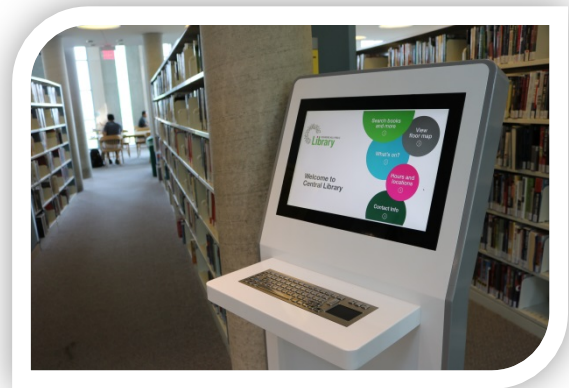
Enrich Your Choices

- ✓ Co-developed, configured and installed Digital Information Kiosks. They function as inter-active touch-screen catalogue searching stations with added

discovery features such as floor plans and program and events promotion

- ✓ Facilitated the Writer-in-Residence program with author Trevor Cole, offering professional guidance on the craft of writing for local writers
- ✓ Hosted the Teen Arts Contest Celebration which featured a display of winning entries and instructive feedback from a panel of judges
- ✓ Piloted new STEAM activity kits available for borrowing, to facilitate science activities in the home or at school
- ✓ Completed *2018 Collection Development Plan* and added 35,759 items to the Library's collections in all formats: print, audio visual and electronic

- ✓ Expended the *Provincial 2017-2018 Information Technology and Service Capacity Grant* on 2 projects: a laser cutter and 4 iMac stations for the new Oak Ridges Library, to enhance makerspace technology skills



- ✓ Strengthened accountability by creating new messaging and capabilities to enable interaction with a third party collection agency for overdue accounts

Reinforce Our Capabilities

- ✓ Obtained 2018 Business Plan and corresponding Capital and Operating Budget approval

- ✓ Completed reporting requirements for *2017 Audited RHPL Financial Statements*, *2017 Charitable Tax Return* and *2017 Annual Survey* for the Ministry of Tourism, Culture and Sport
- ✓ Invested in and planned the second annual dedicated staff training and development day which focused on technology, local history, customer service, programming and library trends
- ✓ Enabled 4 staff members to attend the 2018 Public Library Association Conference in Philadelphia, PA to learn new and best practices in library services
- ✓ Reviewed and revised policy to assist with fulfilling library purpose, to ensure consistent library service in the community and to meet legislative requirements including: *Health and Safety Policy, Accessibility Policy, Circulation, Fees and Service Charges, Filming and Photography, Meeting Room Rentals, Payment and Refund, Proctoring, and assorted Personnel Policies*
- ✓ Demonstrated efficient and effective stewardship and accountability with the production of *2017 Report to the Community* and the *Richmond Green Annual Report 2017*
- ✓ Continued leadership development for the management team using an 11 session, in-house developed Leadership Development Program and provided increased opportunities for staff participation on cross functional teams and in learning opportunities



Key Objectives for 2019

To realize the new vision the *Richmond Hill Public Library Strategic Plan 2013* focuses on four strategies:

- Strengthen your connections
- Contribute vibrant spaces
- Enrich your choices
- Reinforce our capabilities

The following supports the *Richmond Hill Public Library Strategic Plan* and the four strategies identified:

Strengthen Your Connections

We will focus on strengthening your connections with the sources and people that answer your questions, inspire your thinking, expand your explorations, and drive your aspirations.

- Collaborate with community partners and organizations:
 - Liaise with newcomer groups to interactively design and deliver services and resources



Contribute Vibrant Spaces

We will contribute vibrant spaces and places, physically and virtually, throughout Richmond Hill that are easily integrated into your daily life.

- Rethink and retool our physical spaces including:
 - Refine a responsive customer service model in the new Oak Ridges Library
 - Repair and replace physical assets to enhance a warm and welcoming environment and strengthen service delivery capabilities:
 - Extend iPad lending kiosks to Oak Ridges, Richmond Green and Richvale libraries
 - Expand online payment on self-serve kiosks
 - Replace assorted technology elements
- Expand building maintenance and repair service to three library sites



Enrich Your Choices

We will enrich the choices you have to build your individual life and build your community with quality services and programs.

- Transform our service model to one that will achieve our vision:
 - Expand the new service model to all sites, moving from behind service desks to beside and with the customer
 - Re-design service desks to enable transition to this new service model at Central Library and Richmond Green Library
- Reinforce our services and programs with on-target, unique and curated medleys of content:
 - Develop and refresh robust and diverse library collections in all formats that meet the specific needs of the Richmond Hill community through analytical development, a core mandate, and continue to expand the collections in response to population growth

Reinforce Our Capabilities

We will reinforce our many capabilities that bring our services and programs to life. Our organization, technologies, and funding will be the infrastructure for launching and realizing our vision.

- Assist the Library Board with Board development owing to the appointment of a new Board by the new Council for the 2018 – 2022 term



2019 Budget Highlights

The 2019 budget will enable Richmond Hill Public Library to focus attention on transforming our service model. Richmond Hill Public Library continues to rethink and retool our programs and services and resources in light of 21st century library service trends and public expectations.

Expenditures

The Library's budget includes annualization of Board approved new 2018 staffing, salary grid adjustments and a reduced contribution to the Town of Richmond Hill Reserve to fund replacement of library materials.

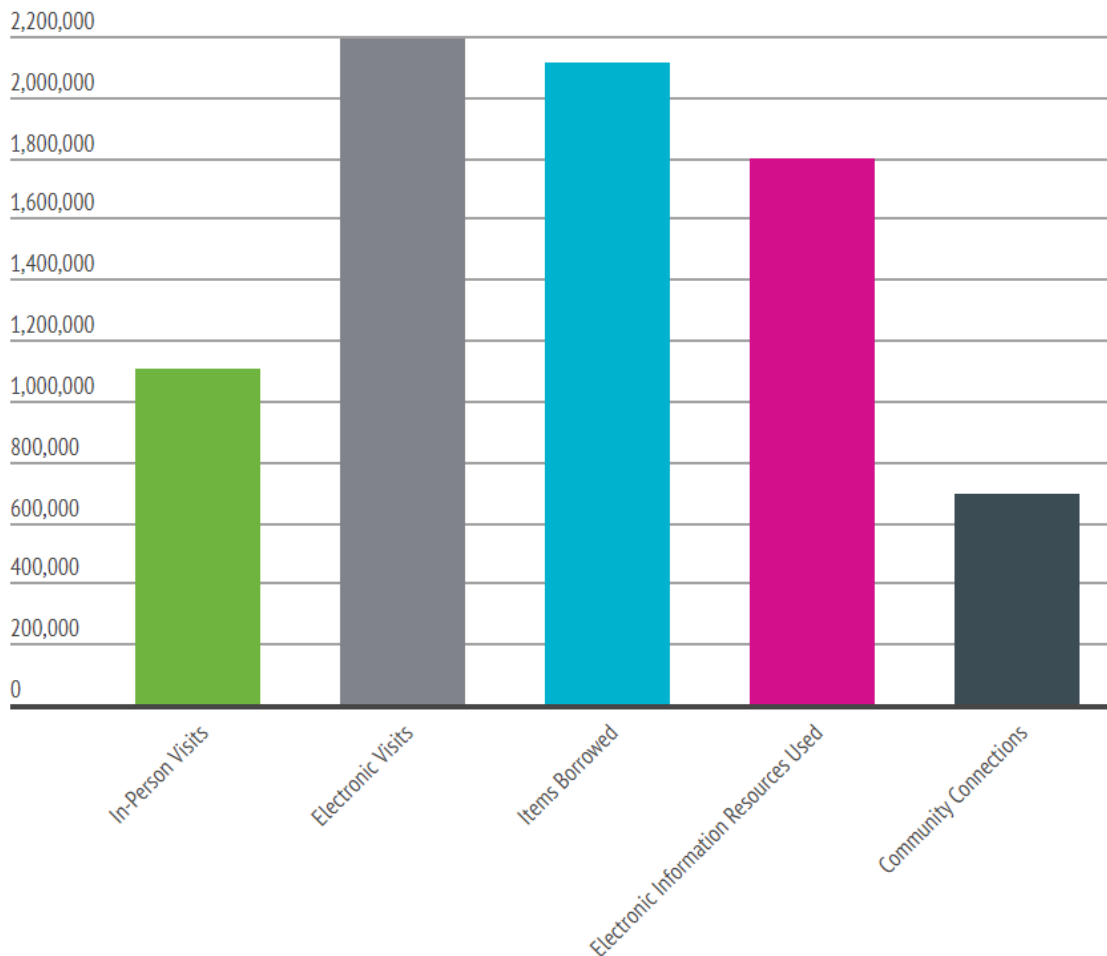
Revenues

Opportunities to earn revenue are limited by the *Public Libraries Act*. Fees and service charges are applied where allowable. Library generated revenue was reviewed with applicable increases effective in July 2018. Additionally, the Library engaged a third party collection agency to address outstanding, overdue accounts.

Library services are one of the highest-ranked services in terms of resident satisfaction in the community (95%).*

**Town of Richmond Hill Community Survey, 2016*

2017 KEY METRICS



-
- **1,106,768 in-person visits were made to four library locations**
 - **2,194,778 visits were made electronically**
 - **2,108,171 library materials were borrowed**
 - **1,799,616 electronic information resources were used**
 - **689,899 community connections were established**

(as of December 2017)

2019 Business Plan, dated March 28, 2019