A Regular Meeting of

the Richmond Hill Public Library Board

will be held virtually at

https://zoom.us/j/96637155851?pwd=MTZFcDY4ZjIyUnIyWW1Cdy9BeFNOQT09

on Tuesday, September 22, 2020

at 5:00 pm

AGENDA

1.0   Call to Order

2.0   Regrets

3.0   Adoption of Agenda

4.0   Disclosure of Pecuniary Interest and the General Nature Thereof

5.0   Minutes

     5.1   Library Board Minutes – June 23, 2020

6.0   Reports

Accessible documents can be accessed through the RHPL website > Your Library > About Us > Library Board

6.1   **New Library Board By-Law Policy Report SRLIB20.15**

6.2   **2020 Annual Health & Safety Policy Report SRLIB20.16**

6.3   **Delegation of Fees Authority Report SRLIB20.17**

6.4   **Fine-Free Recommendation Report SRLIB20.18**

6.5   **Reserve Funding for Coffee Shop Space Maximization Report SRLIB20.19**

6.6   **2021 Business Plan & Budget Report SRLIB20.20**

7.0   **New Business**

7.1   **Member Motion – Board Chair G. Beros –** continue with virtual board meetings until year-end 2020

7.2   **Member Motion – Board Chair G. Beros –** virtual meetings to start at 5:00 p.m.

7.3   **Member Motion – Board Chair G. Beros –** 7 board meetings per year instead of 10 board meetings per year (as per *Public Libraries Act 2019 amendment Item 16 (1) 2019, c.14, Sched. 12, s. 2*)

8.0   **Resolution to Move Into Closed Session to consider matters relating to:**

8.1   **Personal matters about an identifiable individual**

9.0   **Resolution to Reconvene in Open Session**

10.0   **Adoption of Recommendations Arising from Closed Session (if any)**

11.0   **Member Announcements**

12.0   **Date of Next Meeting**

The next Meeting of the Library Board will be held on
Tuesday, October 27, 2020 at 7:30 p.m. at Central Library in the Boardroom.

13.0 <u>Adjournment</u>

*Please advise Darren Solomon and Susan Quinn of regrets for attendance, by **noon** on Tuesday, September 22, 2020 at e-mail: dsolomon@rhpl.ca and squinn@rhpl.ca*

The Richmond Hill Public Library Board

Tuesday, June 23, 2020

MINUTES

The Richmond Hill Public Library Board held its scheduled meeting on Tuesday, June 23, 2020 virtually using a video-teleconferencing technology.

Present: Councillor Greg Beros, Chair

Stephen Chait

Frank DiPede

Bram Kivenko

Councillor Tom Muench

Regional and Local Councillor Carmine Perrelli

Rona Wang

Staff: Yunmi Hwang, Interim Chief Executive Officer

Catherine Charles, Director, Collections and Program Development

Annesha Hutchinson, Manager, Communications

1.0   Call to Order

The Chair called the meeting to order at 4:31 p.m.

2.0   Regrets

Mahnaz Shahbazi

Regional and Local Councillor Joe Di Paola, Vice Chair

3.0   **Adoption of Agenda**

Motion:

20:41

Moved By:

R. Wong

Seconded by:

S. Chait

THAT the Agenda of June 23, 2020 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 – May 26, 2020**

Motion:

20:42

Moved By:

S. Chait

Seconded by:

Councillor T. Muench

THAT the Minutes of May 26, 2020 be adopted

CARRIED UNANIMOUSLY

6.0   **Correspondence**

7.0   Reports

Accessible documents can be accessed through the RHPL website > Your Library > About Us > Library Board

On a motion moved by S. Chait, seconded by Councillor T. Muench the Board consented to adopt all of the staff recommendations in items 7.1, 7.2 and 7.3 without further discussion or motions.

7.1   Report on RHPL's Response to COVID-19 SRLIB20.12

Motion:

20:43

Moved By:

S. Chait

Seconded by:

Councillor T. Muench

That the *Report on RHPL's Response to COVID-19* dated June 23, 2020 be received; and

That the Library Board direct staff to work closely with the City of Richmond Hill to ensure RHPL's phased reopening aligns with the City; *and*

CARRIED UNANIMOUSLY

7.2   2019 RHPL Report to the Community Report SRLIB20.13

Motion:

20:44

Moved By:

S. Chait

Seconded by:

Councillor T. Muench

That the 2019 Richmond Hill Public Library Community Report dated June 23, 2020 be received as information.

CARRIED UNANIMOUSLY

7.3   Social Media Policy Update Report SRLIB20.14

Motion:

20:45

Moved By:

S. Chait

Seconded by:

Councillor T. Muench

That the Library Board approve the revised Social Media Policy, dated June 23, 2020.

8.0   New Business

9.0   Member Announcements

10.0   Date of Next Meeting

The next Regular Meeting of the Library Board will be held on:
Tuesday, September 22, 2020 at 7:30 p.m. Location to be confirmed.

11.0   Adjournment

Motion:

20:46

Moved By:

B. Kivenko

Seconded by:

R. Wong

THAT the meeting be adjourned at 4:37 p.m.

CARRIED UNANIMOUSLY

Respectfully submitted,

"Signed version on file in the Administration Offices"

Councillor G. Beros   Y. Hwang

Chair   Interim Secretary

Richmond Hill Public Library Board

Richmond Hill Public Library Board By-law Policy Update Report
SRLIB20.15

Subject: Richmond Hill Public Library Board's By-Law Policy Update Report

From: Darren Solomon, Chief Executive Officer

Date: September 22, 2020

1.0   Recommendation

THAT the revised Library Board By-law Policy included as Attachment 6.1 to the report on Richmond Hill Public Library Board By-law Policy Update dated September 22, 2020 be approved.

2.0   Background

In an effort to simplify policy governance, staff worked with and leveraged the expertise of City of Richmond Hill's City Clerk, Stephen Huycke, to update the Library Board By-Laws Policy. Mr. Huycke was the Board's Interim Secretary for several months. The new policy is included as Attachment 6.1, with the following amendments having been made:

Sections 1(e); 2.4; 2.3; 2.5; 2.7; 2.8; 2.9; 2.10; 2.11; 2.12; 2.17; 3.1; 4.1; 5; 5.2; 5.4; 5.8; 5.10; 5.15 – updated definitions or language for simplification, typos,

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SRLIB20.15   *PAGE **1** OF **3***

clarity, formatting, legislative changes, and/or alignment to current Board and Library practices and policies. Highlights and other key changes are noted below.

Section 2.3 – clarifies to define the purpose of the Board rather than the mission of the library.

Section 2.16 – removes specific outdated committees and creates overarching ability for the Board to establish committees as needed.

Section 5.6 – streamlined to reduce redundancy or to eliminate sections that either see little use or that don't have clear purpose, including the removal of:

- Regrets – are already noted in the Record of Attendance
- Business Arising from The Minutes – any follow-ups would be addressed either prior to the next meeting or as a Staff Report
- Correspondence – little used and not a practice at City Council Meetings either
- Chief Librarian's Report – not part of current practice and any pertinent and important updates should be included as part of Staff Reports or be captured in New Business

Sections 4.4; 5.9; 5.11 to 5.14 – highlights current procedural practices of the Board and removes the need to refer to Robert's Rules of Order on regular basis.

3.0   Next Steps

Adopt and action the new by-laws.

4.0   Alignment with Strategic Plan

The Board is an extension of the operating organization and so improving organizational effectiveness aligns with the strategic direction to *Reinforce our Capabilities*.

5.0   Conclusion

These by-law changes are proposed to ensure alignment with legislation and current Library Board practices, as well as to help adopt a mindset of ongoing optimization of our processes to be efficient and focused with our time and resources without impact to the outputs.

6.0   Attachments

1. *Library Board By-Law Policy,* dated September 2020

Pre-Submission Review

Executive Leadership Team – Wednesday September 2, 2020

Approved by:

"Signed version on file in the Administration Office"

Darren Solomon
Chief Executive Officer

Richmond Hill Public Library Board

LIBRARY BOARD BY-LAWS POLICY

1. Definitions:

In this Library Board By-laws Policy, the following terms have the corresponding meaning

a) "Act" means the *Public Libraries Act, R.S.O. 1990, Chapter P.44*, as may be amended or superseded.

b) "Board" means the Richmond Hill Public Library Board, which is responsible for the management and control of the Library, in accordance with the Act.

c) "Chief Executive Officer" or "CEO" means the person appointed by the Board pursuant to Section 15(2) of the Act.

d) "City" means The Corporation of the City of Richmond Hill

e) "City Library By-Law" means the by-law or by-laws of the City that establish the Library and Board, as may be amended by Council.

f) "Council" means the Council for the City.

g) "Library" means the Richmond Hill Public Library.

2. The Board

2.1. Establishment / History of Board

On December 23, 1852, 54 shareholders formed the Richmond Hill Public Library Association. In 1865, a Mechanics Institute was also formed and shared books

with the Library Association at a cost of twenty-five (25) cents per year. In 1870, the Mechanics Institute became the Richmond Hill District Library and was incorporated under the Provincial Statues at that time. In 1895, under the Public Libraries Act, the Ontario Department of Education supported a Board of Management for the public lending library in Richmond Hill.

2.2. Title

The Library shall be under the management and control of a board, which is a corporation know in English as "The Richmond Hill Public Library Board".
R.S.O. Public Libraries Act, 1990, c.P.44, s.3 (3).

2.3. Purpose of Board

The purpose of The Richmond Hill Public Library Board is to govern the RHPL in accordance with the Act.

2.4. Head Office

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

2.5. Seal & Symbol

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

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

2.6. Composition of Board

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

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

2.7. Qualifications

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

a) Is at least eighteen years old;
b) Is a Canadian citizen, or a permanent resident of Canada within the meaning of the *Immigration and Refugee Protection Act* (Canada);
c) Is a resident of the City; and
d) Is not employed by the Board or the City.

Public Libraries Act, 1990, c. P.44, s. 10 (1) 1; 2002, c.18, Sched. F, s. 3 (9); 2019, c.14, Sched. 12, s.1.

2.8. Appointment

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

2.9.   Term

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

2.10.   Disqualification

If a Board Member:

a) Is convicted of an indictable offense;

b) Becomes incapacitated;

c) Is absent from the meetings of the Board for three consecutive months without being authorized by a Board resolution;

d) Ceases to be qualified for membership under clause 10 (1) (c) of the Act; or

e) Otherwise forfeits his or her seat,

The Member's seat becomes vacant and the remaining Members shall forthwith declare the seat vacant and notify Council. *Public Libraries Act, 1990, c. P. 44, s.13.*

2.11.   Vacancy

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

2.12.   First Meeting

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

2.13. Chair Election

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

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

2.14. Vice-Chair Election

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

2.15. Acting Chair Election

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

2.16. Committees

The Board may establish any committees it deems necessary from time to time and establish the Terms of Reference for any such committee.

2.17. Board Responsibilities

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

Responsibilities of the Board:

Service

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

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

Finance

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

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

Policies

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

Legislation

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

3. Staff

3.1.   Chief Executive Officer

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

The Chief Executive Officer shall have the general supervision over and direction of the operations of the public library and its staff, shall attend all board and committee meetings and shall have the other powers and duties that the board

assigns to him or her from time to time. *Public Libraries Act, 1990, c.P44, s. 15 (2).*

The Chief Executive Officer is authorized to appoint an acting Chief Executive Officer, on a *pro tempore* basis.

3.2.   Staff

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

4. Meetings – Dates, Times and Notifications

4.1.   Regular Meetings

Following the first meeting in a new term, further regular meetings of the Board shall normally be held on the fourth Tuesday (as per Motion 19:110 December 17, 2019 Meeting) of each month, with no meetings in July and August, , or at such time as is decided at the previous meeting by a majority of the members present. The Board shall normally adopt a schedule of regular meetings before the start of a calendar year. *Public Libraries Act, 1990c.P.44, s. 16 (1).*

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

4.2.   Special Meetings

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

4.3. Time Limits for Meetings

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

4.4. Notification of Meetings

The Chair shall give notice of each regular, and special meeting, to the members and to the Chief Executive Officer. The notice shall be accompanied by the agenda and any other matter to be brought before the meeting.

The Chair and Chief Executive Officer shall be responsible for the preparation of the agenda. Any member wishing to place an item on the agenda may do so by making a request to the Chair or Chief Executive Officer at least one week prior to the meeting.

Notice of a regular meeting with the agenda shall be delivered electronically to each member so as to be received not later than the day previous to the day of the meeting. Members may request that a hard copy of an agenda be available for pick-up by the member at the Central Library. Every attempt will be made to provide the notice no later than 3 days prior to the day of the meeting.

Notice of meetings will be published on the Library's website and posted on the Notice Boards in the Central and Branch libraries at least one week prior to the meeting.

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

5. Meetings –Procedures

5.1. Open Meetings

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

5.2.   Closed Meetings

A meeting or part of a meeting may be closed to the public if the subject matter being considered falls into one or more of the categories set out in Section 16.1 of the PLA.

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

5.3.   Quorum

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

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

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

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

5.4.   Record of Attendance

Remote attendance and participation by board member in a meeting shall be in accordance with the *Richmond Hill Public Library Board Remote Attendance Policy*, as may be amended.

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

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

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

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

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

5.5.   Conflict of Interest

Where a member, either on his or her own behalf or while acting for, by, with or through another, has any pecuniary interest, direct or indirect, in any matter and is present at a meeting of the Board at which the matter is the subject of consolidation, the member:

a) shall, prior to any consideration of the matter at the meeting, disclose the interest and the general nature thereof;

b) shall not take part in the discussion of, or vote on any question in respect of the matter; and

c) shall not attempt in any way whether before, during or after the meeting to influence the voting on any such questions.

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

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

5.6.   Order of Business

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

a. Declaration of Conflicts of Interest
b. Delegations
c. Adoption of Minutes
d. Staff Reports
e. Closed Meeting (if required)
f. New Business
g. Date of Next Meeting
h. Adjournment

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

5.7.   Delegations

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

5.8.   Minutes of Meetings

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

Minutes of the Board and Committee meetings shall be approved at the next regular meeting of the Board for any errors or omissions.

Copies of Board Adopted minutes are accessible online.

5.9.   Presiding Officer

The Chair will preside at all Board Meetings, maintain order, decide whether motions are in order, and rule on all procedural matters.

If the Chair is not present at the time for the meeting to begin, the Vice-Chair will call the meeting to order and will preside for that meeting or until the Chair arrives.

If both the Chair and Vice-Chair are not present with fifteen minutes after the time for the meeting to Begin, the Secretary will call the meeting to order and will preside for the election of an Acting Chair. While presiding, the Acting Chair will have all the Chair's rights duties and responsibilities.

5.10.   Voting

Each member present shall vote on every motion unless the member is disqualified to vote by reason of a conflict of interest or other statutory qualification. Notwithstanding the foregoing, where a member fails or refuses to vote on a motion, then such member shall be deemed to be voting in the negative.

Votes shall be taken by a show of hands and any member may request a recorded vote immediately prior to or immediately subsequent to the taking of the

vote and the Secretary shall record each vote. *Municipal Act, 1990, chap. M45, s. 61. (1).*

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

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

5.11. Motions - General

All decisions of the Board on any matter will be made on the basis of votes on motions. All motions must be moved and seconded before any debate or vote can occur.

One or more Staff Reports on the agenda may be adopted in a single motion, unless a specific Staff Report requires direction of the Board. The Secretary will note in the minutes if the Board has adopted one or more Staff Reports in a single motion.

Once moved and seconded, a motion is in the hands of the Board. The mover of a motion may withdraw the motion prior to any vote unless another member objects to the withdrawal.

5.12. Procedural Motions

All procedural motions that have been moved and seconded will be voted on before any vote of a main motion. The following procedural motions and associated rules shall be observed:

a) Motion to Amend

All motions can be amended. A proposed amendment must be closely related to the motion under consideration and cannot propose to do the opposite thing. Only one amendment shall be considered at any time.

b) Motion to Refer

Any motion or matter on the agenda may be referred to a committee of the Board or Staff by means of a Motion to Refer. The motion must indicate the committee or Staff to whom the matter has been referred. The motion may provide direction on the time and date when matter is to be brought back for the Board's consideration.

A Motion to Refer can only be debated as to the advisability of referring the matter, or to the time and date as to when the matter is to be brought back to the Board

c) Motion to Defer

Any motion or matter on the agenda may be deferred to a future meeting of the Board by means of a Motion to Defer. The motion must provide direction as to the time and date when matter is to be brought back for the Board's consideration.

A Motion to Defer can only be debated as to the advisability of deferring the matter, or to the time and date as to when the matter is to be brought back to the Board.

d) Motion to Adjourn

Any member may move to adjourn a meeting. If the motion to adjourn is seconded it shall be put to a vote. If the motion to adjourn is passed, any unfinished business shall be included on the next agenda.

5.13. **Speaking to a Motion**

A member may speak to any motion unless prevented by law such as having declared a conflict of interest. Before speaking a member shall be given the floor by the Chair. Members will generally only speak twice to a motion and for no

more than 5 minutes each time. Unless authorized by the Chair, a member may only speak once to a procedural motion and generally for no more than 3 minutes.

5.14. By-laws and Policies

Unless otherwise required by the Act or any applicable law or By-law, the Board may adopt or amend any By-law or Policy in a single motion at the same meeting at which the matter has been introduced.

5.15. Robert's Rules of Order

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

Dates	Motion #
Approval Date: September 22, 2020	Motion #: 20:XX
Date of Last Revision: October 16, 2014	Motion #: 14:97

Richmond Hill Public Library Board

2020 ANNUAL HEALTH AND SAFETY POLICY UPDATE
SRLIB20.16

Subject: 2020 Annual Health Safety Policy Update

From: Darren Solomon, Chief Executive Officer

Date: September 22, 2019

1.0   Recommendation

That the Library Board approves the updated *Richmond Hill Public Library Board Health and Safety Policy Statement, Violence/Harassment in the Workplace Policy* for 2020*.*

2.0   Purpose

To provide the Library Board with the policy statements of commitment for Occupational Health and Safety

3.0   Health and Safety Policy

To recognize and emphasize the Richmond Hill Public Library Board's commitment to a healthy and safe workplace, the Health and Safety Policy Statements have been included for review. Staff recommends existing policies continue to be endorsed. They speak to the Library Board's commitment as an employer and are directed to ensuring the well-being of employees and the undertaking of every reasonable precaution for the protection of employees. See

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attached *Health and Safety Policy Statements* and *Violence/Harassment in the Workplace Policy.*

4.0   Background

In accordance with the *Occupational Health and Safety Act, R.S.O. 1990,* a Joint Health and Safety Committee is required at a workplace at which twenty or more workers are regularly employed. The Joint Health and Safety Committee is an advisory group of worker and management representatives who meet regularly to discuss health and safety concerns, identify and evaluate potential hazards, and make recommendations. To carry out its functions, the Joint Health and Safety Committee is required to hold meetings and conduct regular inspections of the workplace.

Richmond Hill Public Library has an established Joint Health and Safety Committee. According to the RHPL ***Joint Health and Safety Committee Terms of Reference***, *The Richmond Hill Public Library JHSC will be comprised of up to six (6) members of management and six (6) members of staff representing the various departments in the Library wherever possible. Worker members must be selected by the workers, the employer shall select the members representing management.*

In addition, the Library continues to reference the Health and Safety Policy in position descriptions and in the *JHSC Terms of Reference*.

5.0   Alignment with the Strategic Plan

This report aligns with the strategic direction to *Reinforce Our Capabilities.* By establishing firm policies to ensure a safe and healthy work environment, staff are able to focus fully as community connectors and deliver excellent library service.

6.0   **Attachments**

1.   Health and Safety Policy Statement, dated September 22, 2020

2.   *Violence/Harassment in the Workplace Policy,* dated September 22, 2020

Pre-Submission Review

Executive Leadership Team – Thursday, September 10, 2020

Submitted by:

"Signed version on file in the Administration Office"

Yunmi Hwang

Director, Branch Services

Approved by:

"Signed version on file in the Administration Office"

Darren Solomon

Chief Executive Officer

Richmond Hill Public Library Board

HEALTH AND SAFETY POLICY STATEMENT

1.0   Purpose and Scope

The Richmond Hill Public Library is committed to preventing occupational illness and injury in the workplace. This Policy is directed to ensuring the well-being of employees and the protection of property.

The Richmond Hill Public Library Board is vitally interested in the health and safety of its employees. The Board as the employer is committed to providing a workplace which protects the health and safety and wellbeing for all employees. It is further committed to development and maintenance of a program which will fulfil this responsibility. To this end, the Library Board is dedicated to reducing the risk of injury and illness and will comply with legislative requirements and with the Health and Safety policies and procedures as they apply to design, operation and maintenance of facilities and equipment.

It is in the best interest of both the employer and its workers to commit jointly to health and safety in every workplace activity. Therefore, the Board calls upon its employees to join in the creation and maintenance of a safe work environment and to protect their own health and safety by working in compliance with the law and with any safe work practices established by the employer.

The achievement of the health and safety goals demands commitment, active support and involvement of individuals involved with library operations at every level:

- It is the responsibility of the Library Board as an employer to implement and maintain a safe and healthy work environment

- It is the responsibility of Supervisors to ensure that safe and healthy work conditions are maintained in his/her assigned work area

- It is the responsibility of all employees to perform their jobs safely in accordance with the law and employer safe work procedures and practices

Working together on a foundation of commitment, enthusiasm and effort, the Library is firmly resolved to be successful in the Health and Safety Program which will ultimately contribute to the effectiveness and esteem of the Library's operation

Approved and Endorsed by Richmond Hill Public Library Board

September 22, 2020   Motion #20:XX

Richmond Hill Public Library

PERSONNEL POLICY & PROCEDURES MANUAL

RESPECT IN THE WORKPLACE – HARASSMENT & VIOLENCE POLICY

1.0 POLICY STATEMENT AND RATIONALE

Richmond Hill Public Library is committed to working with its employees to provide a safe work environment. The Library will not tolerate any acts of violence or harassment and will take all reasonable and practical measures to prevent violence and to protect employees from acts of violence. Appropriate remedial, disciplinary, and/or legal action will be taken according to the circumstances.

2.0 SCOPE

The Library will not tolerate, ignore or condone any form of discrimination, harassment or violence. This policy applies to all employees, board members, volunteers, students, clients of the Library, contractors, sub-contractors and employees of the City of Richmond Hill, any person engaged on business with the Library and visitors to the Library facilities.

It applies in any location in which they are engaged in work-related activities and where services are provided. This includes but is not limited to:

- the workplace;
- during work-related travel;
- at restaurants, hotels or meeting facilities that are being used for business purposes;
- in Library facilities;
- during telephone, email or other communications; and
- at any work-related social event, whether or not it is Library sponsored.

This policy also applies to situations in which an employee is harassed or subjected to violence in the workplace from individuals who are not employees of the Library, such as customers and suppliers, although the available remedies may be constrained by the situation. Discrimination, harassment and violence are serious forms of employee misconduct which may result in disciplinary action up to and including discharge.

3.0 POLICY, PROCEDURE AND IMPLEMENTATION

1. Discrimination

Workplace discrimination includes any distinction, exclusion or preference based on the protected grounds in the Ontario *Human Rights Code*, which nullifies or impairs equality of opportunity in employment or equality in the terms and conditions of employment.

The protected grounds of discrimination are:

- race, colour, ancestry, citizenship, ethnic origin, or place of origin,
- creed, religion
- age
- sex (including pregnancy and gender identity)
- sexual orientation
- family, marital (including same-sex partnership) status
- disability or perceived disability
- a record of offences for which a pardon has been granted under the *Criminal Records Act* (Canada) and has not been revoked, or an offence in respect of any provincial enactment.

Discrimination does not have to be intentional to be unlawful; and can result from practices or policies that appear to be neutral but, in reality, have a negative effect on groups or individuals because of their sex, race, religion, disability, etc.

2. Sexual Harassment

Sexual harassment includes conduct or comments of a sexual nature that the recipient does not welcome or finds offensive. It also includes negative or inappropriate conduct or comments that are not necessarily sexual in nature, but which are directed at an individual because of his or her gender.

Both men and women can be victims of sexual harassment, and harassment can occur with individuals of the same or opposite gender.

Some examples of sexual harassment are:

- sexual advances or demands that the recipient does not welcome or want
- threats, punishment or denial of a benefit for refusing a sexual advance
- offering a benefit in exchange for a sexual favour
- leering (persistent sexual staring)
- displaying sexually offensive material such as posters, pictures, calendars, cartoons, screen savers, pornographic or erotic web sites or other electronic material
- distributing sexually explicit e-mail messages or attachments such as pictures or video files
- sexually suggestive or obscene comments or gestures

- unwelcome remarks, jokes, innuendoes, propositions or taunting about a person's body, clothing or sex
- persistent, unwanted attention after a consensual relationship ends
- physical contact of a sexual nature, such as touching or caressing; and sexual assault

3. Discriminatory Harassment

Discriminatory harassment includes comments or conduct based on the protected grounds in the *Ontario Human Rights Code,* which the recipient does not welcome or finds offensive. Some examples of discriminatory harassment include:

- offensive comments, jokes or behaviour that disparage or ridicule a person's membership in one of the protected grounds, such as race, religion or sexual orientation
- imitating a person's accent, speech or mannerisms
- persistent or inappropriate questions about whether a person is pregnant, has children or plans to have children; or
- inappropriate comments or jokes about an individual's age, sexual orientation, personal appearance or weight.

Harassing comments or conduct can poison someone's working environment, making it a hostile or uncomfortable place to work, even if the person is not being directly targeted. This is commonly referred to as a ***poisoned working environment*** and it is also a form of harassment. Some examples of actions that can create a poisoned work environment include:

- displaying offensive or sexual materials such as posters, pictures, calendars, web sites or screen savers
- distributing offensive e-mail messages, or attachments such as pictures or video files
- practical jokes that embarrass or insult someone; or
- jokes or insults that are offensive, racist or discriminatory in nature.

4. Workplace Harassment and Bullying

Workplace harassment is a health and safety issue that is covered under the *Occupational Health and Safety Act.* The *Occupational Health and Safety Act* defines workplace harassment as:

Engaging in a course of vexatious comment or conduct against a worker in a workplace that is known or ought reasonably to be known to be unwelcome.

Workplace harassment may have some or all of the following components:
- it is generally repetitive, although a single serious incident may constitute workplace harassment if it undermines the recipient's psychological or physical integrity and has a lasting harmful effect
- it is hostile, abusive or inappropriate

- it affects the person's dignity or psychological integrity; and
- it results in a poisoned work environment

Behaviour that intimidates, isolates or discriminates against the recipient may also be included. Some examples of workplace harassment are:

- verbally abusive behaviour such as yelling, insults, ridicule and name calling including remarks, jokes or innuendos that demean, ridicule, intimidate or offend
- workplace pranks, vandalism, bullying and hazing
- gossiping or spreading malicious rumors
- excluding or ignoring someone, including persistent exclusion of a particular person from workplace-related social gatherings
- undermining someone else's efforts by setting impossible goals, with short deadlines and deliberately withholding information that would enable a person to do their job
- providing only demeaning or trivial tasks in place of normal job duties
- humiliating someone
- sabotaging someone else's work
- displaying or circulating offensive pictures or materials
- offensive or intimidating phone calls or emails
- impeding an individual's efforts at promotions or transfers for reasons that are not legitimate; and
- making false allegations about someone in memos or other work related documents.

What isn't harassment

Reasonable management actions that are part of the normal work function will not be considered as workplace harassment, including but not limited to:
- measures to correct performance deficiencies, such as placing someone on a performance improvement plan;
- imposing discipline for workplace infractions; or
- requesting medical documents in support of an absence from work.

It also does not include normal workplace conflict that may occur between individuals or differences of opinion between co-workers.

The Test of Harassment

The test of harassment is whether a person knew or *should have known* that the comments or conduct were unwelcome to the other person. Intent is not a consideration. For example, someone may make it clear through their conduct or body language that the behaviour is unwelcome, in which case the individual must immediately stop that behaviour.

Although it is commonly the case, the harasser does not necessarily have to have power or authority over the victim. Harassment can occur from co-worker to co-worker, supervisor to employee and employee to supervisor.

5. Workplace and Domestic Violence

Workplace and domestic violence that may occur in the workplace are health and safety issues, which are covered under the *Occupational Health and Safety Act.*

Workplace Violence

Workplace violence is defined under the *Occupational Health and Safety Act* as:

- the exercise of physical force by a person against a worker, in a workplace, that causes or could cause physical injury to the worker
- an attempt to exercise physical force against a worker, in a workplace, that could cause physical injury to the worker
- a statement or behaviour that is reasonable for a worker to interpret as a threat to exercise physical force against the worker, in a workplace, that could cause physical injury to the worker.

It is defined broadly enough to include acts that may be considered criminal.

Workplace violence includes:

- physically threatening behaviour such as shaking a first at someone, finger pointing, destroying property, throwing objects
- intimidating behaviour that causes the recipient to have a fear of physical violence
- obscene or harassing telephone calls
- verbal or written threats to physically attack a worker
- leaving threatening notes or sending threatening emails
- wielding a weapon at work
- stalking someone
- physically aggressive behaviours including hitting, shoving, standing excessively close to someone in an aggressive manner, pushing, kicking, throwing an object at someone, physically restraining someone or any other form of physical of sexual assault; and
- destruction of workplace or co-worker property.

Violence that occurs outside the normal workplace but which has an impact on the working environment, including working relationships, may also be considered violence in the workplace.

Domestic Violence

If Library management becomes aware, or ought reasonably to be aware, that domestic violence would likely expose a worker to physical injury that may occur in the workplace, the Library will take every precaution reasonable in the circumstances for the protection of the worker while in the workplace.
This may include some or all of the following:

- creating a safety plan,
- contacting the police,

- establishing enhanced security measures such as a panic button, code words, and door and access security measures,
- screening calls and blocking certain email addresses,
- setting up priority parking or providing escorts to vehicle or to public transportation, and
- facilitating access to counseling through the Employee Assistance Program or other community support programs.

Preventing Harassment and Violence

It is a mutual responsibility to ensure that the Library and all employees create and maintain a harassment and violence free workplace and address violence and/or the threat of violence from all possible sources (including the public, employers, supervisors, workers and domestic/intimate partners).

The Library will not tolerate or condone discrimination, harassment or violence in the workplace. This includes making everyone in its organization aware of what behaviour is and is not appropriate, assessing the risk of workplace violence, investigating complaints, and imposing suitable corrective measures.

Duties of Supervisors

Supervisors are expected to assist in creating a harassment-free workplace and to immediately contact the Director, Manager, Talent & Culture or Chief Executive Officer if they receive a complaint of workplace harassment or violence, or witness, or are aware of harassing or violent behaviour. Supervisors must also take every reasonable precaution to protect employees from workplace violence, including evaluating a person's history of violent behaviour to determine whether and to whom this employee poses a risk. In making this evaluation Supervisors should consider:

- whether the person's history of violence was associated with the workplace or work;
- whether the history of violence was directed at a particular employee or employees in general; and
- how long ago the incidence of violence occurred.

In certain circumstances, Supervisors may have a duty to provide information about a risk of workplace violence from a person with a history of violent behaviour if an employee can be expected to encounter that person during the course of his or her work, and the risk of workplace violence is likely to expose them to physical injury. Supervisors will only release as much personal information about the person with a history of violent behaviour as is reasonably necessary to protect an employee from physical injury.

The Chief Executive Officer will:
- Ensure that all employees are informed of this policy;
- Develop and implement procedures whereby all employee complaints of personal harassment/discrimination are responded to immediately and, if found warranted, remedied without delay; and
- Ensure that all complaints are fully and properly investigated

The Library's Joint Health and Safety Committee will:
- Provide recommendations to management to reduce or eliminate the risk of violence;
- Review all reports forwarded to the JHSC regarding workplace violence as well as other incident reports as appropriate pertaining to incidents of workplace violence that result in personal injury or threat of personal injury, property damage, or police involvement ;
- Recommend corrective measures for the improvement of the health and safety of workers; and
- Respond to employee concerns related to workplace violence and communicate these to management

Duties of All Employees

Employees must ensure that their behaviour does not violate this policy and foster a work environment that is based on respect and is free of harassment. Employees are required to report to their immediate supervisor, the existence of any workplace violence or threat of workplace violence.

6. **Inquiry and Complaint Process**

   a) **Concerns or Inquiries (informal process)**
   These are often the result of poor communications or misunderstandings. In these, and other appropriate cases, employees who believe they have been harassed or may have witnessed harassment may choose an informal course of action to resolve the problem or concern. The following actions are suggested:

   (i) **Deal directly with the harassment.** Whenever possible or appropriate, employees should inform the person(s) responsible for the behaviour that it is offensive and contrary to the Library's policy, and that it should stop. In many instances, the offensive behaviour will be corrected by this approach. Some of the things you can say that might stop the behaviour include: "I don't want you to do that", "Please stop doing or saying…", "It makes me uncomfortable when you…", "I don't' find it funny when you…"

   (ii) **Keep a record of harassment.** Any alleged incident of harassment should be noted, including when it happened and who was there.

   (iii) **Tell a Supervisor.** If dealing directly with the harassment isn't successful, or in cases where it isn't appropriate, employees should bring any concerns to a suitable supervisor or manager. An action plan can then be agreed upon, and a follow-up meeting scheduled.

   (iv) **Seek Advice.** The Manager, Talent & Culture is available for confidential advice and assistance in resolving discrimination and harassment problems.

b) **Formal Complaint Process**

(i) **Where to Direct Complaints**
When informal complaint resolution is ineffective or inappropriate, all employees have the right to lodge a formal complaint. Formal complaints will be directed to the CEO.

(ii) **Content of Complaints**
Formal complaints should be in writing and contain a brief account of the offensive incident(s), when it occurred, the person(s) involved and the names of any witnesses. The complaint should be signed and dated, and should normally be reported as soon as possible so that the problem doesn't escalate or repeat.

(iii) **Initial Investigation**
All formal complaints will be investigated by the CEO, designate or an independent third party and will begin within three business days of receipt where possible. Investigations will be conducted on an urgent basis, and will normally be completed within thirty days to the extent possible.

The following steps will be included:

1) The complainant will be interviewed, to obtain further information and clarify details of the complaint.
2) Other appropriate parties, such as witnesses and/or co-workers with personal knowledge will be interviewed.
3) The alleged harasser(s) will be interviewed, and given every opportunity to respond to the complaint.

(iv) **Early Resolution**
In circumstances where initial investigative findings allow for the complaint to be resolved quickly and without further investigation or blame, a satisfactory settlement may be agreed upon. For example, in a complaint involving the circulation of racist material, a memo could be sent specifically banning the practice.

(v) **Full Investigation**
When an early settlement is not possible, the complaint will be further investigated by the CEO, designate or independent third party and may include the following steps:

1) The investigation will be completed in a confidential manner to the extent possible.
2) After a full fact-finding investigation, a report summarizing the findings and recommending corrective action will be written.
3) Conclusions about whether or not harassment took place will be based upon the balance of probabilities; the same

standard used in human rights inquiries and labour arbitration. All information, evidence and circumstances will be carefully considered in a spirit of fairness.

4) The summary report will be submitted, along with any recommendations for corrective action to the CEO and a course of action will be determined.

5) If investigative findings do not support the complaint, no corrective action will be recommended and the file will be closed.

6) Follow-up meetings(s) will be scheduled with the complainant.

7) The complainant and the respondent will be provided with a summary of the findings.

The goal is to complete the investigation and communicate the results to the complainant and the respondent within thirty days after a complaint is received, where possible.

Discrimination and harassment are serious matters. Therefore, the Library may determine that there is a need to investigate any matter and take steps to prevent further harassment or discrimination, where a formal complaint has not been filed.

Consequences

a) Employees found to have violated the Policy will receive penalties, if appropriate depending on the circumstances, up to and including termination. Disciplinary letters will be kept in the Personnel File.

b) Malicious or bad faith complaints made by a Complainant who knows it is not true and has a direct intent to harm the Respondent, if found to be will be disciplined and a letter to that effect will be placed on the Personnel File.

Confidentiality/Records Management

a) **Respect for Confidentiality**
All persons involved with a complaint must ensure the matter remains confidential, whenever possible. Complaints shall be dealt with both confidentially and objectively, with respect for the rights of all parties involved.

b) **Legislative Requirements**
Information collected and retained shall be subject to the *Human Rights Code* and the rules governing court proceedings where applicable.

c) **Employee Records**
No record of a complaint will be placed in the Personnel File of the employee who files a complaint or in the files of any of the witnesses, except when disciplinary action is taken as part of the corrective action. Investigation records will be consolidated and held by the CEO in a confidential manner.

d) **Anonymous Complaints**
It is the Library's policy not to investigate anonymous complaints unless there are extenuating circumstances.

Procedures for Addressing Domestic Violence

If an employee is experiencing domestic violence or believes domestic violence may occur that would expose that employee or co-workers to physical injury in the workplace, the employee will advise their Supervisor on Duty, Director/Manager or CEO; who in turn will assist in preventing and responding to the situation, which may include seeking police assistance.

Protection from Retaliation

The Library will not tolerate retaliations, taunts or threats against anyone who complains about harassment or takes part in an investigation. Any person who taunts, retaliates against, or threatens anyone in relation to harassment or violence complaint may be disciplined or terminated.

Enriching Your Connections, Choices and Community

Approval Date: September 22, 2020	Motion# 20:XX
Date of Last Revision: January 17, 2019	Motion # 19:05
Supercedes: Violence & Harassment Policy January 2019	

Richmond Hill Public Library Board

Delegation of Fees Authority Report
SRLIB20.17

Subject: Delegation of Fees Authority Report

From: Darren Solomon, Chief Executive Officer

Date: September 22, 2020

1.0   Recommendation

THAT the Library Board give the Library CEO the authority to approve day-to-day operational pricing adjustments within the scope of the *Fees and Service Charges Policy* (attached to SRLIB20.18 for your reference)*.*

2.0   Purpose

The recommendations are being made to support three key areas of ongoing focus: process optimization, revenue maximization and customer experience. They will reduce operational efforts and speed up time-to-market.

3.0   Background

In 2013, staff developed a *Fees and Service Charges Policy* which codified 5 policies relating to fees and service charges levied by Richmond Hill Public Library into one document. The following 5 policies were brought under this

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umbrella to simplify and make easier any changes to each of these policies. They include the: *Circulation Policy – Fines and Fees; Filming & Photography Policy; Meeting Room Rental Policy; Payment & Refund Policy;* and *Proctoring Policy.* Since 2014 this policy has been brought to the library Board for annual review of updated changes. These changes are generally operational and small in nature.

Fines and fees have been reviewed annually to ensure that costs are reasonable in order to maximize community access to Library services and resources and reflect best practices with comparator libraries and in accordance with City practices where feasible.

Charges have previously been established in accordance with the following general considerations:

- Comparability to neighbouring and comparator public libraries;
- Affordability to residents and customers;
- Justifiable and reasonable cost recovery;
- Adjustment by the Toronto-based Consumer Price Index where applicable;
- Opportunity for revenue generation; and/or
- Balance between access to/use of resources and Library financial accountability.

Traditional process has been for the Library CEO to propose any pricing adjustments, no matter how small, to the Library Board for approval on an annual basis. This process creates inefficiencies by requiring staff to work on reports on business-as-usual operational decisions, diverts the Board's attention away from its strategic nature, and limits the Library's ability to capitalize on real-time opportunities that present themselves, such as:

- Testing concepts and pricing elasticity;

- Out of the norm special event requests;
- Reflecting changes due to inflation and unforeseen circumstances (e.g. – increasing room rental costs to cover COVID-19 cleaning)

Shifting approvals on day-to-day pricing from the Board to the CEO would empower the CEO to better fulfil his role with strategic and operational decision-making, while also ensuring the Board is focused on its mandate of high-level strategic guidance. This is a common and efficient practice among businesses and organizations across sectors.

4.0   Proposed Revisions

4.1   That the CEO be given the authority to make adjustments to the *Fees and Service Charges Policy* and the 5 policies codified under it as well as to create new fees and charges that would be added to the Policy, within the previously-approved guidance that is laid out in that Policy.

Any strategic pricing decisions, such as a proposal to eliminate late fees as an example, will be brought to the Board for approval.

5.0   Alignment With Strategic Plan

The *Delegation of Fees Authority Report* aligns with the strategic directions to *Enrich Your Choices* by making the best use of the Library's resources and to *Reinforce Our Capabilities* through responsibly identifying means of producing revenue and controlling costs as well as creating process efficiencies with less report-writing and more time sensitive decision making.

6.0   Conclusion

Adopting the *Delegation of Fees Authority Report* and shifting decision-making on operational pricing to the CEO will streamline a cumbersome process, and enable the Library to better address revenue opportunities and improve customer

experience. They will reduce our operational efforts and speed up our time-to-market.

Fees and service charges will continue to be monitored to ensure effective stewardship of library resources and revenues.

Pre-Submission Review

Executive Leadership Team – Wednesday, September 16, 2020

Prepared by: Approved by:

"Signed version on file in the Administration Office"

Catherine Charles   Darren Solomon
Director, Collections & Program Development   Chief Executive Officer

Richmond Hill Public Library Board

REVISED Fine-Free Recommendation Report
SRLIB20.18

Subject: Fine Free Recommendation

From: Karen Wales, Manager, Customer Services

Date: September 22, 2020

1.0   Recommendation

That the *Fine Free Recommendation Report* be received;

That the Richmond Hill Public Library Board approve the removal of overdue fines for 2021; and

That staff prepare a recommendation for the Board in Q4 2021 on whether to remove overdue fines permanently beginning January 2, 2022 based on the learnings of 2021.

2.0   Background

Fines and fees are reviewed annually to:

- Ensure our policies reflect best practices among libraries
- Consider the impact on our community
- Consider the needs and practices at local school boards and the City of Richmond Hill.

In May 2020 the Library Board approved the cessation of overdue fines for the remainder of 2020 due to COVID-19. This cessation was undertaken for a few key reasons:

- To reduce cash handling and close interactions that could compromise the health of our staff and the public during the pandemic
- To ensure that our community could continue to access library resources during this challenging period
- To accommodate library users who are suffering extenuating hardship due to COVID-19 through reduced incomes, unemployment and other impacts

Given the effects of COVID-19 are still present and are expected by experts and the City of Richmond Hill to continue through 2021, we recommend that this fine-free policy continue through 2021.

Across North America, increasing numbers of public libraries have eliminated late fees for library materials in the interest of reducing barriers to accessing library service. In Canada, Thunder Bay, North Vancouver, Edmonton, Hamilton, Vaughan, Calgary, Barrie, Whistler, Halifax, Innisfil, Oakville and Saskatoon are the most recent public libraries to go fine-free.

Results from libraries that have gone fine-free already include:

- Increased circulation, meaning increased usage of library resources and materials
- Enhanced good will towards the library and the community among their customers
- Return of lapsed users to the library and conversion of non-users given penalties are removed

- No discernible difference in return rates[1]; returns are prompted by notices and reminders

Until the Library's closure in March 2020 the Library charged customers overdue fines when their material was returned past the due date given. Fines were levied based on the number of days the title was returned late. Traditionally it has been thought that using late fines would encourage customers to bring their material back on time. Instead, what has been discovered is that late fines do not change customer behaviour; it just penalizes them for it. Customers whose access to service is most impacted due to unpaid fines tend to be those with young children, teens, newcomers, and seniors.

The Library also charges fees for lost or damaged material. If a customer does not return a title or returns it damaged or incomplete, they are charged the replacement cost plus a processing fee. These fees, and revenues, would still apply and are not negated when a library is fine-free.

Accordingly, staff recommend that the Library employs a fine-free policy for the duration of 2021 and review the impact of the initiative to develop a proposed recommendation for Q4 2021 on whether to go fine-free permanently starting January 2, 2022. The *Fees and Service Charges Policy*, *Circulation Policy* and related policies will continue to be reviewed annually for continued relevancy.

3.0   Considerations

Considerations used to arrive at a fine-free recommendation include the following:

- Fines are punitive and stand in the way of the core library value of providing equitable library service. They disproportionately impact families with young children, teens, newcomers, and seniors and create a barrier to service. Fines create negative experiences for both our customers and

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[1] Chicago Public Library saw a 240% increase in overdue material returns in the month after going fine free in September 2019.

our staff and have resulted in customers who are hesitant to visit the Library or who have stopped coming altogether.

- The social and economic costs and impacts of the COVID-19 pandemic have created new social and economic realities for many of our customers and eliminating fines would open up opportunities for them to access RHPL's programs and services when they need it most.

- Fine revenue continues to decline annually. Compared to 2013, annual fine revenue has decreased by nearly $67,000 or by 41% in 2019. (See chart: *7 year trend in Fines collected*)[2].

- Considering we are seeing continual increases in the use of our digital collections and expect that shift to continue, we anticipate late fine revenues to continue declining.

- The cost of collecting overdue fines can be high. Some libraries, such as the Colorado State Library, posit that when you factor in the staff time it takes to collect fines, the cost of collecting the fines exceeds the revenue generated[3].

- The Library will be looking at new revenue generating strategies that can potentially offset the reduced revenue in the long term.

- Currently Ontario public libraries Vaughan, Oakville, Thunder Bay, Hamilton, Innisfil and Barrie are fine-free permanently or through 2021. Additionally, many other Canadian and Ontario libraries are partially fine free (children and/or teen fines) and others are considering eliminating fines for 2021 or beyond[4].

- Currently 1,940 Richmond Hill Public Library customers are blocked due to owing overdue fines, or, overdue fines and other fees, in excess of $25.

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[2] **7 year trend in Fines collected**

Year	2013	2014	2015	2016	2017	2018	2019
Fines collected	$162,264	$142,164	$120,322	$112,653	$105,549	$100,528	$95,431

[3] Depriest, M. (2019) Colorado State Library. Removing Barriers to Access: Eliminating Library Fines and Fees on Children's Materials. Retrieved from https://www.cde.state.co.us/cdelib/removingbarrierstoaccess
[4] See the Urban Libraries Council's map of fine-free libraries in North America or librarianship.ca's list of Canadian fine-fee libraries

Of these customers, 167 are children and 256 are students. 1,322 customers are blocked wholly due to fines. With 132 children and 174 students included in those numbers.

- Going fine-free would lessen the amount of staff time devoted to fee disputes, enabling resources to focus on more qualitative customer interactions.

- Removing fines would create a more welcoming atmosphere as difficult fine discussions are no longer necessary.

- Going fine-free would also reduce transactional cash handling duties and provide a safer working environment during the current health crisis.

- To help mitigate any perceived wait time for overdue material and to be in keeping with best practices of libraries who have already moved to a fin-free model, staff propose that overdue notifications be increased and that timelines for identifying overdue materials as lost be expedited from six (6) weeks to four(4) weeks.

- A follow-up report will be presented to the Board after the Library has been fine-free for one year. The report, and subsequent recommendation(s), will compare 2020 and 2021 metrics with metrics prior to becoming fine-free. These metrics will help to determine the fine-free impact to our customers. They will include: customer feedback, return rates, number of borrowed items, number of new memberships, hold wait times, and any changes to revenue for lost or damaged material.

4.0   Proposed Revisions

The *Fine Free Recommendation Report* has two related policies. Once approved, changes from the *Fine Free Recommendation Report* will be incorporated into the *Circulation Policy* and the *Fees and Service Charges Policy*.

The proposed revisions to the two related policies are noted below by individual policy.

1. **Circulation Policy**

   - Addition to section **5.7 Fines** noting that overdue charges are not applicable through December 31, 2021

   - Revising **5.8 Overdue notification** to read: Customers will be notified when material is four (4) days overdue and at one (1) week, two (2) weeks, and three (3) weeks overdue. When material is four (4) weeks overdue, customers will be billed for material not returned. All bills will be removed if the material is returned in good condition.

   - Further changes to this policy will be brought to the Board later in the year

2. **Fees and Service Charges Policy**

   - Addition to section **3.0 Fines** noting that overdue charges are not applicable through December 31, 2021

   - Further changes to this policy will be brought to the Board later in the year

The *Fine Free Recommendation Report* aligns with the strategic direction *Enrich Your Choices* by reviewing our services and adding, divesting and adjusting customer offerings as well as the direction *Strengthen Your Connections* where we focus on how best to connect with under-served community segments and deliver solutions to fill service gaps that will best benefit the segments.

5.0 Conclusion

The *Fine Free Recommendation Report* has been presented to advise the Board of current best practices. Staff recommends the *Fine Free Recommendation Report* be received, and recommendations and related revisions, dated September 22, 2020 be approved, effective January 2, 2021.

6.0   Attachments

1.   Fees and Service Charges Policy, dated April 2018 ~~2019~~

2.   Circulation Policy, dated June 2018 ~~2019~~

Pre-Submission Review

Executive Leadership Team – Wednesday September 9, 2020

Prepared by: Reviewed by:

"Signed version on file in the Administration Office"

Karen Wales   Yunmi Hwang

Manager, Customer Services   Director, Branch Services

Approved by:

"Signed version on file in the Administration Office"

Darren Solomon

Chief Executive Officer

Richmond Hill Public Library Board

FEES AND SERVICE CHARGES POLICY

1.0   Purpose and Scope

Richmond Hill Public Library Fees and Service Charges Policy is intended to consolidate all aspects of RHPL policies regarding fees and service charges. More information regarding each section of this policy can be accessed in the five related policies cited at the end of the document.

2.0   Library Membership

There is no charge for membership with the Richmond Hill Public Library to those who live, work, attend school or own property in Richmond Hill or any of the York Public Libraries Partnership (YRPLP) – Aurora, East Gwillimbury, Georgina, King Township, Markham, Newmarket, Vaughan, and Whitchurch-Stouffville.

The annual membership fee for those who do not live, work, attend school or own property in Richmond Hill, or a YRPLP municipality is $60.00 per person.

Replacement cost for a lost or damaged membership card is $2.00.

3.0   Fines

Fines or overdue charges are applicable to all circulating materials and are levied as follows:

Children's Material

- $0.25 per day per item

- $5.00 maximum per item

Adult Material

- $0.30 per day per item

- $5.00 maximum per item

Book Express

- $1.00 per day per item

- $5.00 maximum per item

DVDs/Videos

- $2.00 per day per item

- $5.00 maximum per item

iPads

- $1.00 per hour per item

- $5.00 maximum per item

Customers of the Visiting Library Service and customers with Special Needs Status are not charged fines but will be charged for lost or damaged materials.

4.0   Lost and Damaged Materials

Customers are responsible for library materials checked out on their record.

The charge for lost or damaged materials is based on the full replacement cost including the cost to acquire, catalogue and process the item. HST will be applied to all non-print material including kits.

A non-refundable $5.50 plus HST processing fee will be collected for each item.

Replacement copies in lieu of payment are not accepted.

5.0   Copying of Material/Printing

Richmond Hill Public Library adheres to the laws of Canada governing the copying of all materials. The Library retains a copying license for public libraries through Access Canada, a non-profit organization formed and run by Canada's leading associations of creators and publishers. The Library operates within the terms and conditions of this license and makes every effort to ensure customers and staff do likewise.

Use of photocopiers to reproduce all or a substantial part of work protected by copyright is governed by the Canadian Copyright Act. Copying of a work or a substantial part of a work protected by a copyright requires the permission of the copyright owner. No parts of some work, such as music, can be copied without permission. However it is not an infringement of copyright to "deal fairly" with some works for the purpose of private study, research, criticism, review or newspaper summary. The responsibility of determining whether permission is required, and then obtaining permission, is that of the person making the copy and the Richmond Hill Public Library. Staff will neither participate in nor condone infringements of copyright. The Copyright Act is available at service desks should further information be required.

Printing is available from photocopiers, laser printers and the microfilm/microfiche readers. The costs are as follows:

- $1 for copy card
- Black and white printing is $0.15/page
- Colour printing $.40 /page
- Scanning $.05 /page

6.0   Interlibrary Loans

Customers are responsible for the replacement of lost and damaged materials consistent with the policies of the lending institution. A non-refundable processing fee of $5.50 plus HST will be collected for each lost or damaged item. Outstanding balances for these charges will be reflected on the customer's record and RHPL policies regarding delinquent accounts will apply.

7.0   York Region Bus Passes and Ticket Sales

Richmond Hill Public Library acts as a Sales Agent for York Region Transit Commission. Prices for YRT bus passes and tickets are set by York Region Transit Commission. All refunds and exchanges must take place through YRT Head Office, not at any library site.

8.0   Program Registration

Fees for programs are determined on an individual basis, with the intent of recovering the cost for external resource people and materials. Programs primarily intended for those 15 years and older will be subject to HST.

An administration fee of 20% will be charged for each requested registration fee refund. If applicable program fees are less than $5.00 no refund will be issued.

No refunds will be issued after a program has started.

9.0 **Meeting Room Rental Fees**

Meeting rooms may be rented by groups or organizations for meetings, workshops and seminars in a 3-hour block or part thereof at the following rates, plus HST:

9.1 **Non-Profit Groups**

Library	Room	Rental Fees	Additional Time
Central	A or B	$48.70 per 3-hour block or part thereof	$16.20 per hour
Central	A & B combined	$64.90 per 3-hour block or part thereof	$21.60 per hour
Central	C	$32.45 per 3-hour block or part thereof	$10.80 per hour
Oak Ridges		$32.45 per 3-hour block or part thereof	$10.80 per hour
Richvale		$32.45 per 3-hour block or part thereof	$10.80 per hour

9.2 **Commercial Groups**

Library	Room	Rental Fees	Additional Time
Central	A or B	$97.45 per 3-hour block or part thereof	$16.20 per hour
Central	A & B combined	$113.70 per 3-hour	$21.60 per hour

		block or part thereof	
Central	C	$64.90 per 3-hour block or part thereof	$10.80 per hour
Oak Ridges		$64.90 per 3-hour block or part thereof	$10.80 per hour
Richvale		$64.90 per 3-hour block or part thereof	$10.80 per hour

Refunds for prepaid bookings will be issued, less a 20% Administrative Fee if the cancellation is made at least seven (7) days before the booking date. Cancellations made within seven (7) days of the booking will be non-refundable.

10.0 Filming and Photography in the Library

Richmond Hill Public Library allows commercial filming and photography in the Library provided there is no disruption of library service or cost to the library and that the library's image and reputation are preserved.

Fees for such use are as follows:

- $541.20 plus HST non- refundable Administration Fee payable in advance at the time of application

- $1,623.65 plus HST per calendar day (or part thereof)

RHPL may reduce or waive the fee for non-commercial production agencies and public broadcasting institutions producing educational and public interest programs, including documentaries.

11.0   Returned (N.S.F.) Cheques

There is a $43.00 service charge on N.S.F. (non-sufficient funds) cheques received as payment for Library fees or services. The replacement payment must be cash, money order, certified cheque, debit card, Visa or MasterCard.

12.0   Proctoring

Examination proctoring is offered at Central Library for a fee of $40.00 plus HST. The Library accepts no responsibility for any charges involved in proctoring such as photocopying or mailing charges. Any such costs are borne by the student taking the exam and must be paid before the exam commences.

13.0   Collection Agency

The Richmond Hill Public Library utilizes a third party Collection Agency for customers who have overdue, unpaid bills on their account. A non-refundable fee of $20 is levied on any customer account sent to the Collection Agency.

14.0   Related Policies

1.   RHPL Circulation Policy (April 2018)

2.   RHPL Payment and Refund Policy (April 2018)

3.   RHPL Filming and Photography Policy (April 2018)

4.   RHPL Meeting Room Rental Policy (April 2018)

5.   RHPL Proctoring Policy (April 2018)

Enriching Your Connections, Choices and Community

Dates	Motion #
Effective Date: July 3, 2018	
Approval Date: April 19, 2018	#18:43
Date of Last Revision: June 15, 2017	#17.62

Richmond Hill Public Library Board

CIRCULATION POLICY

1.0 Purpose and Scope

The Richmond Hill Public Library Circulation Policy is intended to consolidate all aspects of RHPL policies regarding circulation of materials. The Policy allows Richmond Hill Public Library to serve all customers in an accurate, consistent, equitable and accountable manner.

2.0 Library Membership

2.1 General

Richmond Hill Public Library cards are free to all persons who live, work or attend school in Richmond Hill, Aurora, East Gwillimbury, Georgina, King Township, Markham, Newmarket, Vaughan and Whitchurch Stouffville (York Region Public Libraries Partnership (YRPLP)). YRPLP came into effect May 1, 2017.

Children 13 years of age and younger require signed permission of a parent or guardian to obtain a library card. Parents and guardians are responsible for the selection, usage and safe return of library materials borrowed by their children.

Customers are responsible for all materials issue on their card. Signing the library card implies acceptance of and adherence to all the rules and

regulations of Richmond Hill Public Library. The signatory (or the parents/guardians if the cardholder is under 18 years of age) is responsible for all fines and damage or loss of materials.

Changes in personal information such as address, telephone number or email address, as well as loss or theft of library cards, should be reported immediately.

Membership cards are not transferable for use by another person.

2.2   Special Needs Status

People with disabilities as defined by the Accessibility for Ontarians with Disabilities Act may apply for Special Needs Status to be exempt from paying fines on overdue materials (Section 5.7). Applicants must complete a form (Attached: Attachment 6.1).

Special Needs cardholders will still be responsible for lost or damaged materials signed out on their card.

2.3   Non-Resident

There is an annual fee of $60.00 per person to all non-residents of Richmond Hill (exclusive of YRPLP member libraries).

3.0   Registration

When registering to become a member of Richmond Hill Public Library a phone number is required and personal identity and address must be verified by the Library. Provision of a valid email address is recommended. Current identification (ID) providing name and address must be presented in paper or electronic copy. If non-photo ID two (2) pieces are required.

Adults (18 year of age and over):

- Valid Driver's License

- Ontario Motor Vehicle Permit

- Staff identification or pay stub or direct deposit stub

- Utility bill

- Personal cheque

- Bank statement

- Mortgage, rental or lease agreement

- Any other source of identification that gives the customer's name and current address (preferably photo ID)

Youth (14 – 17 years of age):

- Valid Driver's License

- Report card with address

- Bank statement

- Bill (E.g. cell phone)

- Pay stub or direct deposit stub

- Magazine subscription

- Any other source of identification that gives the customer's name and current address (preferably photo ID)

A youth, who meets the criteria above, may apply for their own library card upon reaching the age of 14, subject to verification of address. Parental responsibility for a youth's fines and penalties continues until the age of 18.

Children (birth – 13 years of age):

- Parents/guardian's identification and proof of address

- Signature of parent/guardian on library card

4.0   Library Cards

4.1   Annual Renewal

A customer's library card expires annually. At the time of expiration, the customer's name, mailing address, email address and telephone number are verified.

Annually, all outstanding monies owing to the Library must be paid in full before the customer's library card can be renewed.

4.2   Number of Cards

A registered customer of the Richmond Hill Public Library should have in their possession only one (1) Richmond Hill Public Library Card.

4.3   Lost Library Cards

There is a $2.00 replacement fee for lost library cards.

5.0   Borrowing Privileges

5.1   General

With your library card you can borrow books, movies, CDs and much more. It gives you access to online databases that support your academic studies, facilitate your curiosity, and inform your life choices. Your library card also gives you access to downloadable material such as e-books and e-audiobooks, e-magazines, movies and music.

A valid Richmond Hill Public Library card must be presented each time materials are borrowed.

Borrowing of the following materials has age restrictions:

- To borrow DVDs rated "AA" or "PG14", a customer must be 14 years of age or older;

- To borrow DVDs rated "R" (classified by the Ontario Film Review Board as "admittance restricted to persons 18 years of age and older"), a customer must be 18 years of age or over and must show proof of age upon request.

5.2 Loan periods

The regular loan period for materials is three (3) weeks, unless otherwise specified, as follows:

• DVDs	7 days
• Book Express books	7 days
• High demand materials	2 weeks
• Children's holiday material	2 weeks
• iPads	3 hours

5.3 Loan limits

The Library reserves the right to limit the number of items borrowed.

5.4 Renewals

Most items may be renewed ten (10) times.

The following items can only be renewed two (2) times:
- Children's DVDs
- Music CDs
- Magazines

The following items cannot be renewed:
- DVDs – theatrical/feature films
- Book Express books
- High demand materials
- Materials with holds
- iPads

Renewals may be requested in person, by telephone, or on the Library website.

5.5 Holds

Holds may be placed on eligible circulating materials in person, by telephone, or on the Library website.

When picking up holds, the customer must bring the card on which the hold was placed.

5.6 Return time

All material may be returned to any branch of Richmond Hill Public Library during operating hours. When the Branches are closed, material may be returned via the outside drop box.

Items are due on the date indicated on the receipts provided.

5.7 Fines

It is the responsibility of the customer to ensure that all materials are returned on time.

Fines are charged to all registered customers with the exception of customers registered with the Visiting Library Service and those with Special Needs Status. Customers are expected to resolve their fines promptly.

RHPL, as a courtesy only, offers email notification to customers regarding materials coming due. Customers are responsible for returning materials on the due date whether or not email notification has been received.

Fines are assessed on the basis of the material type. Fines or overdue charges are applicable to all circulation materials as follows:

RHPL POLICY CIRCULATION POLICY – JUNE 2018   Page **6** of **9**

Children's material:

- $0.25 per day per item
- $5.00 maximum per item

Adult material:

- $0.30 per day per item
- $5.00 maximum per item

Book Express (7 Day Loan) books:

- $1.00 per day per item
- $5.00 maximum per item

DVDs:

- $2.00 per day per item
- $5.00 maximum per item

iPads:

- $1.00 per hour per item
- $5.00 maximum per item

5.8   Overdue notification

Customers will be notified when material is one (1) week overdue and at two (2) weeks and four (4) weeks thereafter. When material is six (6) weeks overdue, customers will be billed for material not returned.

5.9   Suspension of Borrowing Privileges

Customers will be notified when their library account reaches $25 or more in overdue fines and/or bills. All Library privileges will be suspended once this threshold is reached.

5.10 Lost and Damaged Material - REVISED

Customers are required to report lost or damaged material at the earliest possible opportunity. Customers will be charged when materials claimed to have been returned have not been located within three (3) months.

Charges for lost and damaged materials are based on the full replacement cost including costs to acquire, catalogue and process the item. A non-refundable processing fee of $5.50 plus HST will be assessed at this time.

Items returned in incomplete or partially damaged condition may result in an appropriate service charge.

Replacement copies or donations in lieu of payment are not accepted.

5.11 Refunds

The time limit for refunds for payment of lost materials is three (3) months from the date of payment. Customers must produce their receipt to receive the refund.

5.12 Interlibrary Loan Materials

The borrower is responsible for the full replacement cost of lost or damaged items, as assessed by the lending library. Outstanding balances for these charges will be reflected on the customer's record and RHPL policies regarding delinquent accounts will apply.

5.13 Electronic resources

Loan periods and borrowing limits as specified on the vendor's site (e.g. Overdrive, cloudLibrary, Hoopla).

5.14 Collection Agency

It is the responsibility of the customer to ensure that all materials are returned on time. RHPL employs a third-party collection agency to help

encourage customers with overdue materials and/or bills to return Library materials or pay bills in arrears. The prompt return of Library materials enables their availability for other customers.

A non-refundable administrative fee of $20.00 is added to all customer accounts sent to the collection agency. All fines and fees must be paid in full in order to reinstate borrowing privileges.

6.0 Attachments

6.1 Application for Special Needs Status

7.0 Related Policies

1. Fines and Service Charges (April 2018)
2. Code of Conduct – Customer (December 2014)
3. Visiting Library Service Policy (May 2018)

Enriching Your Connections, Choices and Community

Dates	Motion #
Approval Date: June 28, 2018	# 18.65
Date of Last Revision: June 15, 2017	# 17.62

NOTE: Copies of Application for Special Needs Status (Attachment #1) available at any branch of Richmond Hill Public Library.

RICHMOND HILL PUBLIC
Library

Richmond Hill Public Library Board

Reserve Funding for Coffee Shop Space Maximization

SRLIB20.19

Subject: Reserve Funding for Coffee Shop Space Maximization

From: Darren Solomon, Chief Executive Officer

Date: September 22, 2020

1.0   Recommendation

THAT the report on *Reserve Funding for Coffee Shop Space Maximization,* dated September 22, 2020 be approved.

2.0   Background

Coffee, snack and other food and beverage offerings have become a common practice for libraries, providing libraries a source of revenue and providing library patrons convenience, while creating a more enjoyable overall library experience.

Richmond Hill Public Library's Central Branch has had a coffee shop on its main floor since the early 1990s and it currently provides us with a source of recurring revenue of approximately $18,000 a year.

The current 5-year licensing term with our partner, PAM's Coffee and Tea Inc., is expiring on December 31, 2021 and there is an option in the agreement to renew this deal for another 5 years with 6 months' notice, which is June 30, 2021.

As part of our broader strategic goals to explore and exploit both revenue generating and customer experience tactics across our library system, in advance of the renewal of the agreement with PAM's we are doing our due diligence by undertaking an evaluation of the current offering and assessing potential new opportunities and business models that can be executed in its place.

Some examples of models that can be considered include leasing, franchising, self-run, or social enterprise; and categories can expand beyond basic coffee into broader food & beverage, retail or other. In addition to these options, RHPL's Central Branch will also be assessing its best use of the space given previously-approved capital funds and potential changes resulting from COVID-19.

Therefore, before locking into a new 5-year term with PAM's, we will be doing an opportunity assessment to ensure we optimize our plans for that space. We are aiming to have a recommendation in place by end of Q1 or beginning of Q2, 2021.

Although we don't know what the outcome will be right now, should we decide to move forward with a new concept our goal will be to minimize both disruption to the experience and revenue downtime. Given that, we would want to engage the relevant parties needed for the new project and begin any advance preparation work in Q3 and Q4 2021 (e.g. project management, planning, blueprint, fabrication, etc.), which would allow us to move quickly once PAM's vacates the space on January 1, 2022.

This request for $100,000 from the Library Special Purpose Reserve is to enable the launch of any preparation work. Note that this initial investment would not move forward without consideration for the long-term budgetary impacts of the concept, and any additional capital and operating budget requests would be factored into future planning and requests once we have more concrete plans.

These Library Special Purpose Reserve funds may not even be used should we decided to maintain status quo.

Should we decided to move forward with an expansion of the current concept or create a new concept, the options are:

1. Use the Library Special Purpose Reserve funds for planning and advance work in Q3/Q4 2021 to minimize revenue and experience downtime, or

2. Begin this work in late Q1 2022 once all City budgets have been approved, which would set us back approximately 4-6 months from the proposed plan

3.0 <u>Timing</u>

If needed, the funds would be used sometime between Q2-Q4, 2021.

4.0 <u>Alignment with the Strategic Plan</u>

The *Reserve Funding for Coffee Shop Space Maximization* report enables a project that aligns with all aspects of the strategic plan.

5.0 <u>Conclusion</u>

The report on *Reserve Funding for Coffee Shop Space Maximization* focuses on positioning RHPL best to maximize our opportunities and minimize our risk. Should we decide to move forward with an expanded or new concept, these funds would result in reducing the disruption to revenue and experience, as well as shorten the potential time to incremental revenue and customer experience improvements.

Approved by:

"Signed version on file in the Administration Office"

Darren Solomon

Chief Executive Officer

Richmond Hill Public Library Board

2021 Richmond Hill Public Library Business Plan and Budget

SRLIB20.20

Subject: 2021 Business Plan and Budget

From: Darren Solomon, Chief Executive Officer

Date: September 22, 2020

1.0   Recommendation

THAT the Richmond Hill Public Library Board approve the *2021 Richmond Hill Public Library Business Plan and Budget* and direct the CEO to submit the proposed operating budget to the City.

2.0   Background

The City of Richmond Hill establishes the process and format for the annual budget development process, and has given the Library a September timeline to submit its 2021 operating and capital budgets. Both budgets are expected to be formally approved by Council in early 2021.

The *2021 Richmond Hill Public Library Business Plan and Budget* provides the detail and rationale related to the upcoming year's budgets, including Operating, Capital and Special Reserves.

The Library Board must formally approve the attached draft of the *2021 Richmond Hill Public Library Business Plan and Budget* prior to review and discussion with Council.

2021 Operating and Capital Budgets

Some highlights of the *2021 Richmond Hill Public Library Business Plan and Budget* include:

- The rationale to show the direct link between how internal and market drivers and insights impact the budget

- Two versions of the budget:
  - The primary budget for approval assumes an adaptation of usual operations to a 'new normal' due to COVID-19
  - A COVID-19 risk-adjusted budget in case of another outbreak or regression in provincial guidelines

- Capital Growth requests for a new strategic plan and website to lay proper business and user foundations

- Request of +0.5% increase in Municipal Grant in line with the City's target operating budget increase, carry-forward of 2020 operating surplus of $277,300 into the 2021 budget, and a reduction in operating expenses by -2.7%

- In anticipation of a 0% increase in the Municipal Grant in 2022, we will leverage our 2020 surplus position to transfer $277,300 into the Library Reserves to ensure an at-minimum continuity of the same budget level in 2022, which is especially important given there will likely be new initiatives stemming from a new strategic plan.

- Projected contribution back to the City of $1,043,333

3.0   <u>**Timing**</u>

The City's budget process assumes adoption by City Council by the first quarter 2021.

4.0   <u>**Alignment with the Strategic Plan**</u>

The *2021 Richmond Hill Public Library Business Plan and Budget* aligns with all aspects of the strategic plan.

5.0   <u>**Conclusion**</u>

The proposed *2021 Richmond Hill Public Library Business Plan and Budget* stresses adaptability, optimization of current practices, and creation of new value potential. The 2021 plans and operating practices will need to remain fluid as the impacts of COVID-19 continue to reshape the world and consumer behaviours.

6.0   <u>**Attachments**</u>

1. *2021 Richmond Hill Public Library Business Plan and Budget*, dated September 22, 2020.
2. *Capital R&R Project Needs Form – POS System*
3. *Capital Growth Business Case – Creating New Value & Impact: 2021-2025 Strategic Plan*
4. *Capital Growth Business Case – Website Redesign*
5. *Capital Growth Business Case – Collection Development*

Approved by:

"Signed version on file in the Administration Office"

Darren Solomon
Chief Executive Officer

September 22, 2020

2021 Richmond Hill Public Library Business Plan and Budget

Purpose and Services

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.

In alignment with the Library's Strategic Plan, activities and support to the public are designed to provide a wide range of associated materials, programs and services including:

- in-depth collections including print, audio visual and electronic resources

- access to online authoritative electronic resources

- information and readers' advisory services

- public computers and internet access including wireless service

- access to and instruction on new emerging technologies

- programs for children, youth and adults

- community building through outreach and customer 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

- convenient 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 content development and coordination through virtual branch, synergistic with and complementary of our physical spaces

2020 Review & Accomplishments

2020 has been the year of COVID-19. The global pandemic forced significant disruption and change across all industries and to consumer behaviours. Our library operations and outputs were greatly impacted, at one point forcing a complete closure of all four of our library branches. Despite the constraints, we have been a leader in York Region and among libraries across the country in quickly pivoting to new delivery models to enable our community to continue to benefit from our services during this important social and economic time of need.

In response to the public health emergency related to COVID-19, the Library Board decided that all library branch locations be closed to the public effective March 14, 2020. In April, the Library Board agreed to remain closed to the public until further direction from the municipality and the province. On May 14, 2020, the Government of Ontario announced the additional workplaces that were able reopen as a part of Stage 2, which included public libraries for "pick-up and delivery." In response to this announcement, the Library planned for curbside pick-up service and started offering it on June 9, 2020.

The Provincial government gave York Region approval to enter Stage 3 of re-opening starting July 24, 2020. Under that Stage 3 of reopening plan, all public libraries are permitted to reopen, while respecting the laws, bylaws, and guidance that are in place

to mitigate risk of spread of the virus. As always, the safety and security of the library users and staff have been our top priority. With extensive planning, the Library opened to the public with limited services on August 4, 2020. Safety measures in place to ensure staff and customer safety include a mandatory mask policy, quarantining of returned items for 72 hours, limited building capacity, increased hand sanitizing stations, and collection of contact information for contact tracing.

As of the submission of this report, staff continue to work on a detailed phased recovery plan to gradually expand services and hours available, while ensuring the safety and security of the community. Each phase in the recovery plan will consider the physical distancing requirements, as well as the capacity and hygiene procedures related to using various library services. As has been the case throughout this pandemic, all plans and timelines will need to remain fluid and may change depending on the evolving COVID-19 related circumstances. Following the direction from the City of Richmond Hill, York Region Public Health and the provincial government of Ontario will ensure RHPL's phased reopening follows the safety regulations and guidelines.

Given the climate, the Library's response to the COVID-19 related emergency situation aligns with the all of our strategic directions - *Strengthen Your Connections, Contribute Vibrant Spaces, Enrich Your Choices* and *Reinforce our Capabilities*. We have been forced to rethink our physical spaces and enhance our virtual services, deliver focused programming to support people in this time of ambiguity, develop entirely new

methods of delivering of our services, and train and enable staff to have the knowledge and skills to support the community during this crisis.

In addition, 2020 saw the completion of a restructuring at the Library that transferred certain functional aspects of the Library's operations to the City, including IT, Finance and HR. While there was some initial apprehension from staff as to how the changes would work, the transition has been positive with Library receiving the support it needs.

Some of our key accomplishments during this challenging year include:

- **Limited In-Library Services**
  - o Limited reopening of all four of our branches in time for the return to school for thousands of students. Services include picking up available holds, computer usage and printer services, information assistance on using library resources, paying fines, and getting a library card.
  - o Reconfigurations of our spaces to create new customer entrance and exit paths, and provide easy access to services.
  - o During the month of August, an average of more than 300 customers a day visited our locations to use the in-library services offered.

- **Curbside Pick Up Service**

  o Curbside pick-up service started from June 9 at Central Library and continued to service around 40 customers daily until the Library reopened for public access on July 24th.

  o Despite the ability to pick-up materials in branches, the curbside pick-up service continues at Central Library for those customers who prefer to not enter a building.

- **Expanded Remote Information Services:**

  o Reference services have been provided to individuals by making requests through the Ask Us feature on our website or by calling the Library. Customers often get assistance on using the Library's online resources through this service and asking questions related to library services available for them.

  o The launch of a Virtual Librarian service that will provide in-depth and personal reference consultations via appointment-based Zoom chats. This is a pilot program that's starting in the children's area and is being evaluated for expansion.

- **Growth in Digital Usage**:

  o With physical branches closed or limited, there has been a significant jump in the adoption of our online digital e-resources and programs.

- Circulation usage increases from Q2 2019 to Q2 2020 include:

  - eBooks +101%

  - eAudiobooks +30%

  - Digital Magazines +42%

  - Gale Resources 118%

- Launched Niche Academy in June with its tutorials being accessed 1,832 times

- We pivoted public programming to be provided through various social media channels and Zoom. 28 staff were trained to provide 154 online live and recorded programs to more than 10,453 attendees through July 2020. Some examples of new virtual programs included musical and family storytimes, gardening, newcomer outreach and STEM-coding.

- Launched virtual Summer Reading Club.

- Increased emphasis placed on ensuring easy discovery of and access to our digital collection through increased promotion, publicity, and website content.

- Accessibility enhancements to the website to ensure compliance with legislative accessibility requirements.

- **Customer Service Flexibility:**

  o A fine-free model was put in place through the end of 2020 to accommodate the economic hardships as a result of COVID-19 and ensure the library is available to its most vulnerable customers at their time of need.

  o Launched digital library cards.

  o Increased borrowing limits on digital materials to ensure better access while people were at home.

  o Improved functionality of self-serve kiosks to encourage contactless transactions.

- **Organizational Effectiveness:**

  o Completion of the 2019 reorganizational plans.

  o The Board completed the hiring of a new CEO, whose onboarding has been taking place during the COVID-19 impacts.

  o A new and deeper partnership model with the City of Richmond Hill has created new development opportunities for staff, technology synergies with the City, and expanded support structures for the Library. Some examples include transitioning to the RHhub HR system, access to RH University for all full-time and part-time Library staff, and collaboration with several departments including HR, IT, Recreation & Culture, and Finance.

- The repositioning of a legacy management role to be newly focused on digital services and understanding the needs of library users, lapsed users and non-users, to ensure we are able to meet and exceed the user experience expectations amidst the growing demand for our digital services, as well as to continually innovate and optimize our physical and digital offerings based on our community's changing needs.

- Still to come this year are the launch of the YorkNet Fibre network to replace our current Wi-Fi solution at all of our branches, which will significantly increase bandwidth and speed, as well as the integration of our core infrastructure with the City, which will open up new synergies.

Our adaptability and efforts to continue our services during COVID-19 has been greatly appreciated by the community. Here is one example of feedback from that we received from a library user on Facebook specific to our curbside pickup program: "Thank you again for this wonderful initiative and implementing it flawlessly."

2021 Plans

The Library's 2021 plans reflect several internal and environmental influencing factors, and align with our broad strategies in the *Richmond Hill Public Library Strategic Plan*. Due to the ongoing COVID-19 uncertainties, we will need to remain flexible as an organization to be able to pivot our plans in real-time. Our plans will enable us to be

adaptable, optimize current practices, and explore and create new value for the residents we serve.

Environment *(what we're seeing)*	Implications *(what it means)*	2021 Key Initiatives *(what we'll do about it)*
The New Normal • The uncertainties and new behaviours stemming from the current COVID-19 wave will more than likely continue through 2021 • The City of Richmond Hill is planning for a second wave in the summer of 2021	• People will continue to take a cautious approach to personal health and safety, which includes shying away from gatherings and high-touch activities • A second wave may force closures and scaled back in-person operations, again stressing digital requirements	• Continue to supply PPE materials for staff and customers • Explore new contactless services, such as curbside texting and home delivery • Expansion of digital services • Explore adjustments to physical spaces

More People in Need
 	
• Some social and economic impacts of COVID-19 include:
   o Increased unemployment, isolation, and mental health stress
   o Remote workplaces and remote education
 	
• Historically, in times of societal depression and uncertainty libraries have seen increased demand
	• We have an opportunity to fulfill upon our mandate by adapting how we deliver our services in this time of extra need	• Additional digital programming options and resources
		
		• Outreach to groups in need (bring the library to the people)

Environment	Implications	2021 Key Initiatives
(what we're seeing)	*(what it means)*	*(what we'll do about it)*
Outdated Strategic Plan • The Library's current Strategic Plan was developed in 2013 and has not been updated since • In today's ever-changing environment, best practices are that strategic plans should be reviewed and adjusted every 3-5 years • There has been significant change to all of the strategic influencing factors since then, including consumer behaviour trends and expectations, competitive and technology landscapes, the City's socio-economic makeup, and our internal organization. • There are no business KPIs or measurement models in place that are attached to the strategic and operational plans to indicate progress or performance • The Library has no deep understanding of or insights on its current and potential customers' implicit and explicit needs	• We need a new strategic plan that is focused, action-oriented, and outcome-driven to maximize impact • We need an understanding of our current and future users and non-users	• Develop new measurable strategic and operating plans • Develop prioritized customer personas

Environment	Implications	2021 Key Initiatives
(what we're seeing)	**(what it means)**	**(what we'll do about it)**
Digital Demand • Data from the past few years shows a consistent downward trend in our physical collection loans accompanied by consistent growth in our digital services • COVID-19 behaviour changes are amplifying the digital adoption, and that shift, for the Library and other industries, is expected to continue its upward momentum even after we recover from the pandemic • Our population's generational transition means the proportion of digitally-native and digitally-reliant user groups will continue to grow, along with their user experience expectations • Every industry is devoting more resources and budgets to their digital businesses – for both customer experience as well as operational efficiencies • The Library has always focused its customer and strategic efforts on its physical experiences, and has never had any strategic digital expertise or oversight • There are significant operational, accessibility and experience shortcomings in our current website and app	• We need a focused accountability for our digital strategy, including customer experience, optimization, measurement and future roadmap • To provide the value that our customer segments need and to be relevant to non-users, we need to deliver a modern and frictionless user experience • We need our customers to know about the digital services that we offer to be able to best support them, including easy discoverability • We need to be aware of and explore digital growth areas, including AI, automation and personalization	• Create a new website, rooted in user experience insights • Build a media plan to drive awareness of our digital offerings • Complete the hiring and onboarding for a role dedicated to digital strategy and customer experience

Environment (what we're seeing)	Implications (what it means)	2021 Key Initiatives (what we'll do about it)
Capital Project Backlog • The Library has a backlog of Capital Growth projects dating to 2016 • 11 of these are very similar space planning projects, but they have been treated independently • Project requests have traditionally moved ahead without appropriate executional considerations, such as resourcing and expertise	• Clear the backlog of Capital Growth projects • Approach similar projects with a holistic view to optimize both economies scale on purchasing power and experience impact	• Contract a space planning specialist to present options, manage, execute and close-out 11 projects • Ensure there is resource alignment and executional consideration for new initiatives going forward
Revenue Opportunities • The Library's revenue has always stemmed from three main sources: City funding (~82%), Grants and subsidies (~15%), Self-generated revenue (~3%) • Municipalities, including Richmond Hill, are under fiscal pressure • User Fines from late fees are an antiquated model • Central Library has a main floor coffee shop that is run by a third-party vendor which offers basic food and beverage services. It generates appx $18,000 a year in Library space rental revenue and the agreement is expiring at the end of 2021, with an option to renew • We have no fundraising activities, which is active in many libraries • There is a growing trend in municipalities to develop brand partnerships as a revenue stream	• To avoid service reductions and to create new service opportunities we will face pressures to manage down costs and generate incremental revenue • Revenue should not come at the expense of delivering value to the community • User, especially those who are most vulnerable and need us most, should be accommodated during the ongoing impact of COVID-19	• Adopt and implement a new fine-free policy for 2021 that eliminates late fees and use that as a pilot to evaluate a permanent elimination • Develop a Revenue Diversification strategy • Bring in a food & beverage specialist contractor to explore and present various business model scenarios to maximize revenue in the coffee shop space • Collaborate with City on developing a shared brand partnership revenue program

Environment (what we're seeing)	Implications (what it means)	2021 Key Initiatives (what we'll do about it)
Organizational Effectiveness • An adaptable and high-performing culture is a foundation for success • Some of our approaches and activities are rooted in legacy mindsets • Our organizational design is based on what we do vs. who we do it for • There are few mechanisms in place to measure our performance • There are few mechanisms in place for structured professional growth • The Library's collective agreement is due for renewal	• We should aim for a culture of independent, critical and creative thinkers, empowerment and accountability • We need to design our structure around what will most benefit our customers • We need to develop ways to measure how we work	• Optimize our service design model • Professional development and performance management processes and programs • CUPE negotiations • Develop metrics to measure productivity

2021 Budgets

Operating Budget

The 2021 Operating Budget reflects the 2021 Plans. It assumes a "new normal"

operating scenario with some ongoing day-to-day COVID-19 considerations baked into

a business-as-usual budget. We are targeting a 2.7% year-over-year budget spending

decrease, which is somewhat offset by forecasted declines in revenue. The municipal

grant is pegged at a 0.5% increase based on guidance from the City of Richmond Hill.

Some key bridge notes from the 2021 budget include:

- Personnel includes staffing efficiencies and cost of living increases; note that the 2020 forecast includes a cost offset from a COVID-19 Federal Grant (CEWS).

- Contracts & Services includes digital programming video production for COVID-19 and other new initiatives, and incremental costs to migrate to the City's SAP HR platform.

- Materials & Supplies increase includes COVID-19 supplies.

- Reduction in the Library's contribution to the City's Reserves that corresponds with the reduction in the City's Reserve transfer to the Library for Collection funding.

- Reduction in Library Generated Revenue reflects the elimination of late fees for 2021 and the withdrawal by York Region of our capability to sell transit fares.

- Considering the unique and potentially fluid nature of the Federal Grant (CEWS), City Finance and the Library will work together to determine next steps at year-end.

- To support 2021 Plans and Budget in this year of continued change and uncertainty, transfer of $277,300 from Library 2020 surplus into Library Reserve.

- Recognizing we are proposing the evaluation of a permanent elimination of late fines beginning in 2022, we will retain the 2019 surplus of $450,000 in the Library Reserve as a continuance budget while we work on a broader revenue diversification strategy to transition to new revenue streams and evaluate cost efficiency opportunities.

- In anticipation of a 0% increase in the Municipal Grant in 2022, we will leverage our 2020 surplus position to transfer $277,300 into the Library Reserves to ensure an at-

minimum continuity of the same budget level in 2022, which is especially important given there will likely be new initiatives stemming from a new strategic plan.

- Achieving a projected $1,043,333 reduction of the 2020 Municipal Grant.

	2019 Actual	2019 Approved Budget	2020 Approved Budget	2020 Year-End Projection	2021 Draft Budget	BUDGET Change from 2020 $	BUDGET Change from 2020 %
Base Budget							
Expenditures							
Personnel	7,851,262	8,296,900	7,209,700	3,695,885	6,864,500	(345,200)	-4.8%
Collection Development	1,245,655	1,193,300	628,200	628,200	624,300	(3,900)	-0.6%
Contracts & Services	946,285	1,077,200	1,047,400	492,879	1,352,800	305,400	29.2%
Materials & Supplies	119,194	143,900	135,200	65,623	145,900	10,700	7.9%
Transfer to Library Reserves	450,000			-		-	
Transfer to R&R Reserve Fund	538,688	527,400	527,400	527,400	300,000	(227,400)	-43.1%
Total Expenditures	**11,151,082**	**11,238,700**	**9,547,900**	**5,409,987**	**9,287,500**	**(260,400)**	**-2.7%**
Revenues							
Provincial & Special Grant	(122,199)	(122,200)	(122,200)	(122,200)	(122,200)	-	0.0%
Library Generated Revenue	(265,595)	(355,900)	(338,700)	(68,721)	(200,100)	138,600	-40.9%
YRDSB for RG Library	(284,500)	(284,500)	(301,500)	(301,500)	(310,400)	(8,900)	3.0%
Transfer from Library Reserve	(45,700)	(45,700)	(450,000)	(450,000)	(277,300)	172,700	-38.4%
Transfer from R&R Reserve Fund	(1,165,800)	(1,165,800)	(600,000)	(600,000)	(600,000)	-	0.0%
Municipal Grant	(9,267,289)	(9,264,600)	(7,735,500)	(7,735,500)	(7,777,500)	(42,000)	0.5%
Total Revenues	**(11,151,082)**	**(11,238,700)**	**(9,547,900)**	**(9,277,921)**	**(9,287,500)**	**260,400**	**-2.7%**
Subtotal (Surplus)/Deficit	**-**	**-**	**-**	**(3,867,933)**	**-**	**-**	**0.0%**
Federal Grant				1,820,000			
Subtotal (Surplus)/Deficit Excl Grant				**(2,047,933)**			
2019 Surplus to Library Reserve				450,000			
2020 Surplus to Library Reserve for 2021				277,300			
2020 Surplus to Library Reserve for 2022				277,300			
Reduction to Municipal Grant				1,043,333			
Net (Surplus)/Deficit				**0**			

COVID-19 Operating Budget Risk Adjustment

As with other departments in the City, the Library has also created a risk-adjusted 2021 budget, which reflects the estimated six-month impact of another COVID-19 outbreak or a significant regression in provincial guidelines.

	2019 Actual	2019 Approved Budget	2020 Approved Budget	2020 Year-End Projection	2021 Draft Budget	2021 COVID Draft	BUDGET COVID Variance $	%
Base Budget								
Expenditures								
Personnel	7,851,262	8,296,900	7,209,700	3,695,885	6,864,500	6,441,800	(422,700)	-6.2%
Collection Development	1,245,655	1,193,300	628,200	628,200	624,300	624,300	-	0.0%
Contracts & Services	946,285	1,077,200	1,047,400	492,879	1,352,800	1,167,600	(185,200)	-13.7%
Materials & Supplies	119,194	143,900	135,200	65,623	145,900	84,750	(61,150)	-41.9%
Transfer to Library Reserves	450,000		-		-	-	-	0.0%
Transfer to R&R Reserve Fund	538,688	527,400	527,400	527,400	300,000	300,000	-	0.0%
Total Expenditures	**11,151,082**	**11,238,700**	**9,547,900**	**5,409,987**	**9,287,500**	**8,618,450**	**(669,050)**	**-7.2%**
Revenues								
Provincial & Special Grant	(122,199)	(122,200)	(122,200)	(122,200)	(122,200)	(122,200)	-	0.0%
Library Generated Revenue	(265,595)	(355,900)	(338,700)	(68,721)	(200,100)	(101,550)	98,550	-49.3%
YRDSB for RG Library	(284,500)	(284,500)	(301,500)	(301,500)	(310,400)	(148,700)	161,700	-52.1%
Transfer from Library Reserve	(45,700)	(45,700)	(450,000)	(450,000)	(277,300)	(277,300)	-	0.0%
Transfer from R&R Reserve Fund	(1,165,800)	(1,165,800)	(600,000)	(600,000)	(600,000)	(600,000)	-	0.0%
Municipal Grant	(9,267,289)	(9,264,600)	(7,735,500)	(7,735,500)	(7,777,500)	(7,368,700)	408,800	-5.3%
Total Revenues	**(11,151,082)**	**(11,238,700)**	**(9,547,900)**	**(9,277,921)**	**(9,287,500)**	**(8,618,450)**	**669,050**	**-7.2%**
Subtotal (Surplus)/Deficit	**-**	**-**	**-**	**(3,867,933)**	**-**	**-**	**-**	**0.0%**
Federal Grant				1,820,000				
Subtotal (Surplus)/Deficit Excl Grant				**(2,047,933)**				
2019 Surplus to Library Reserve				450,000				
2020 Surplus to Library Reserve for 2021				277,300				
2020 Surplus to Library Reserve for 2022				277,300				
Reduction to Municipal Grant				1,043,333				
Net (Surplus)/Deficit				**0**				

Capital Budget

The Library is taking a two-pronged approach to the Capital Growth Budget in 2021.

First, we will close out 11 outstanding backlogged projects that are all inter-related to space enhancements. We will do this by assigning the work to a dedicated expert who can manage these projects, maximize purchase power, factor COVID-19 behaviour change into the planning, and address all of the projects holistically for optimal customer experience. The 11 projects are highlighted below in the capital projects status update:

Year		NEW GL CODE	WSB	Account Description	Budget	Actual Spent To Date	Balance Remaining
OPEN PROJECTS							
2016	1	524030	P/000173.01	2016 Website Redesign TE	56,500	29,644	26,856
	2	524030	P/000177.01	2016 Telephone Systems TE	85,000	62,279	22,721
2017	3	524030	P/000283.01	2017 Community Skill Development Technologies	61,200	58,994	2,206
	4	524070	P/000289.01	2017 Public Furniture & Design RV	30,000	-	30,000
	5	524030	P/000292.01	2017 Automated Materials Handling Sortation System	500,500	142,485	358,015
	6	524070	P/000294.01	2017 Children's Zone RV	32,400	18,205	14,195
2018	7	524030	P/000417.01	2018 Automated Materials Handling Sortation System RG	230,000	18,117	211,883
	8	531000	P/000419.01	2018 Local History Archival Software	25,000	14,755	10,245
	9	524070	P/000420.01	2018 Collection Development	325,700	240,538	85,162
	10	524070	P/000421.01	2018 Service Desks Replacement CE	50,000	-	50,000
	11	524070	P/000422.01	2018 Service Desks Replacement RG	30,000	-	30,000
	12	524070	P/000423.01	2018 Public Furniture RV	20,000	-	20,000
2019	13	524030	P/000612.01	2019 Automated Materials Handling Sortation System RV	200,000	17,136	182,864
	14	524040	P/000614.01	2019 Online Payment Module	15,000	-	15,000
	15	524070	P/000615.01	2019 STEAM Technologies RV & RG	30,000	13,353	16,647
	16	524070	P/000617.01	2019 Maker Space Equipment CE	25,000	5,918	19,082
	17	524070	P/000618.01	2019 Browsery Furniture CE	12,000	-	12,000
	18	524070	P/000619.01	2019 Children Early Learning Area Improvements CE	8,000	2,072	5,928
	19	531000	P/000620.01	2019 Collection Development CO	335,500	-	335,500
	20	524030	P/000621.01	2019 Workstations & Peripherals	319,500	-	319,500
	21	524030	P/000622.01	2019 RFID Peripherals Replacement (Scanner)	26,700	18,851	7,849
	22	524070	P/000624.01	2019 Children's Area Refurbishment RG	27,100	3,236	23,864
	23	524070	P/000625.01	2019 Presentation Equipment CE	25,000	-	25,000
	24	524070	P/000627.01	2019 Public Furniture & Equipment CE	10,000	1,511	8,489
	25	524070	P/000628.01	2019 Staff Furniture CE	8,500	-	8,500
	26	531000	P/000629.01	2019 Digitization Software & Scanner	25,000	-	25,000
2020	27	531000	P/000620.02	2020 Collection Development	345,600	-	345,600
	28	524030	P/000621.02	2020 Workstations & Peripherals	250,000	-	250,000
	29	531000	P/000783	2020 Collection Development RG	141,600	-	141,600
	30	524070	P/000784	2020 Modular Collaborative Spaces	160,000	-	160,000
TOTAL					3,410,800	647,095	2,763,705

Second, we will focus on new initiatives to improve core foundational elements of a service organization related to strategy and experience. These Capital Growth projects will ensure we support the community with the table stakes of modern and relevant facilities, services and experiences:

2021 DRAFT CAPITAL BUDGET

	Project Name/Description	$ Amount	10 Year Capital	$ Variance
1	Cash Registers to POI System R&R	12,000	707,300	(695,300)
2	Website Growth	250,000	218,700	31,300
3	Strategic Plan	100,000	50,000	50,000
4	Collection Development Growth	356,000	356,000	0
	Totals:	718,000	1,332,000	(614,000)

Library Reserves

The Special Purpose Reserves activity reflects the 2021 Operating Budget and accounts for forward-looking business considerations, as mentioned in this Business Plan. The $100,000 transfer in 2021 is referenced in detail in a separate report to the Board that aims to capitalize on a potential opportunity related to Central Branch coffee shop space.

Richmond Hill Public Library Board
Statement of Reserve Activity

	2020	Draft 2021
DONATIONS AND BEQUESTS RESERVE FUND		
Beginning Balance (Jan 1)	$588,977	$598,539
Transfer from Current Operations	-	-
Transfer to Current Operations	(7,007)	(4,000)
Interest Earned *	16,569	16,520
Closing Balance	$598,539	$611,059
SPECIAL PURPOSE RESERVE		
Beginning Balance (Jan 1)	$216,075	$666,075
Transfer from Current Operations	450,000	277,300
Transfer to Current Operations		(100,000)
Closing Balance	$666,075	$843,375

* Estimated interest rate is 2.76%

Key Use Indicators

In prior years' Business Plans the annual Key Use Indicators have been shown without year-over-year context, so below are measures from 2013 to 2019. Key trends include:

- Active cardholders (-10%) and total circulation (-12%) are down since 2013

- There is a steady shift from physical to digital demand since 2013

    - +4% in-person visits vs +36% website visits

    - -27% physical circulation vs +57% digital circulation

- There are more programs delivered and attendees, but the attendees-per-program ratio has dropped slightly from 18 to 17 since 2013

	2013	2014	2015	2016	2017	2018	2019
In-Person Visits	1,078,740	989,600	1,219,150	1,302,288	1,106,768	1,004,224	1,118,780
Electonic Visits	1,010,516	1,588,700	1,914,500	2,162,420	2,194,778	2,213,506	2,085,296
website user sessions	1,010,516	1,588,700	1,914,500	1,577,940	1,519,388	1,520,688	1,376,180
social media	-	-	-	584,480	675,390	692,818	709,116
Library Materials Circulated	2,385,034	2,243,194	2,213,773	2,136,006	2,108,171	2,100,819	2,109,889
physical	1,953,104	1,776,035	1,660,618	1,532,472	1,499,901	1,467,331	1,431,672
electronic	431,930	467,159	553,155	603,534	608,270	633,488	678,217
Electronic Resources Uses	-	1,360,550	1,672,300	1,927,432	1,799,616	1,715,896	1,703,572
Community Connections	5,630	14,482	38,302	471,723	689,899	706,989	723,220
social media	1,777	2,525	25,815	459,124	675,828	692,818	709,116
other media	-	31	32	42	79	56	60
bookings & events	3,853	11,926	12,455	12,557	13,992	14,115	14,044
Active Cardholders	65,920	61,651	56,948	55,059	62,224	72,694	59,093
Programming	47,132	47,629	58,703	61,240	68,887	70,499	73,756
# of programs	2,476	2,645	3,143	3,171	3,533	3,794	3,993
# of program attendees	44,656	44,984	55,560	58,069	65,354	66,705	69,763

In the 2019 *City of Richmond Hill Community Survey*, Library services received a very high 92% in resident satisfaction.

Project Name: Cash Registers to Library Point of Sale (POS) System	
Project Sponsor Division: Customer Services	Target Project Start Date: January 2021

Project Description, Deliverables and Outcomes

There are 5 cash registers located at the four (4) library locations (Central, Oak Ridges, Richmond Green, and Richvale) that need repair often. Having to repair/replace the cash registers has provided the library staff an opportunity to review current processes and find efficiencies in taking payments.

By replacing the existing physical cash registers with a Point of Sale (POS) solution, which would provide a digital cash register option, employees would have less touch points in which they have to manually enter a payment.

The new POS would potentially provide integration into the libraries existing Integrated Library System (ILS) and when a payment is taken through the POS the ILS would be automatically updated.

Project Drivers:

Health and Safety

NA

Legislative or Regulatory Compliance

NA

Asset Stewardship/State of Good Repair

RHPL's cash registers have reached end of life and can no longer be repaired adequately to ensure continual usage. Repairs are more frequent and, in some instances, not possible.

Growth or Customer Service Improvement

Replacement will ensure that there is no service delay for RHPL's customers and that proper cash reconciliation can be achieved. If cash registers breakdown and cannot be repaired customer service is greatly impacted. Not being able to pay for services effects customer experience and access to services.

Strategic Initiative

Enrich your choices – Additional options for customer payments

Reinforce our capabilities – Ensure we have adequate and up-to-date technology

Process Improvement

Proposed new POS system will free up space on the service desks and help streamline RHPL's payment process. Possible integration with RHPL's ILS, as well as online payment options, give our customers more choices when paying any outstanding monies owed.

Service Delivery and Project Benefit

Service:
Customer payments and staff cash reconciliation

Existing Customer Level of Service:
Stable as long as registers are working. If they breakdown customer service will be impacted.

Key Performance Indicator:
Less manual entries are required by staff.

Social and Community Benefits:
Continued, uninterrupted services to customers with additional possible levels of service.

Grant Funding Considerations:
NA

Project Delivery Options and Infrastructure Consideration

Discussion of Project Delivery Options -
Capital project is for a specific, critical asset, which can be replaced as a stand-alone.

Direct Infrastructure Impacts

Service	Asset Class	Asset Type	Asset Type Criticality	Asset Replacement Value	Existing	Condition
Customer payments and cash reconciliation	Machinery & Equipment	Equipment	High	$8,161	Yes	Poor

This project is to replace RHPL's existing cash registers with a POS system. The cash registers have reached end of useful life, and need to be replaced before they fail.

Project Bundling and Corridor Planning Considerations:
NA

Project Phasing and Financing

Expenditure	Split	Prior Year Approved	**2021 Request**
Single Phase (non-construction projects)			
Software			**$6,328**
Professional Services			**$1,833**
Staff Resources			
Business Unit			**$16,650**
Information Technology			**$34,873**
Contingency (15%)			**$8,916**
		Total Project Cost	**$68,600**

Point of Sale High-Level Budget

Description	Duration	% Allocation	Cost
Comprise – Smart Money Manager			
Hardware	One-time cost		
Software	Initial Order		$6,328
Professional Services			$1,833
		Total	$8,161 CDN

CRH Resources 6-12 months			
PM	12 months	20%	$24,050
BA	6 months	15%	$10,823
Business Lead/SME	12 months	15%	$16,650
		Total Resource Cost	$51,523
Contingency (15%)			$8,953
		Total Cost	$60,476
		Total Project Cost	**$68,636**

Point of Sale Five Year Operating Forecast

Five Year Forecast	Division	Year 1 Budget	Year 2 Forecast	Year 3 Forecast	Year 4 Forecast	Year 5 Forecast	Total
Operating **Information Technology** Hardware							
Software License	Library		$1,266	$1,266	$1,266	$1,266	$5,064
Comprise Support	Library		TBC	TBC	TBC	TBC	
Operating Forecast			$1,266	$1,266	$1,266	$1,266	**$5,064**
Capital **Information Technology** Hardware							
Software License	CFS	$6,328					$6,328
Professional Services	CFS	$1,833					$1,833
Staffing Resources							
Business Unit	CFS	$16,650					$16,650
Information Technology	CFS	$34,873					$34,873
Contingency (15%)	CFS	$8,953					$8,953
Capital Forecast		$68,636					**$68,636**

ProjectNeedsForm_2021 Cash register replacement

Infrastructure Risk Assessment:

Potential Risk from Project Deferrals or Cancellations:

List of Potential Risk (describe risk)	Weighted Consequence Score (A)	Risk Likelihood (B)	Risk Rating (A) X (B)
Service interruptions	2.5	5	12.5
Asset failure	2.5	5	12.5
Average Risk Score	2.5	5	12.5

Constraints & Assumption:

There are many different POS options available. This project would be in conjunction with Technologies and online payments for which $10,000 has already been allotted.

Approvals

_____

Director of Branch Services

_____

Date

Richmond Hill Public Library
Administration
Business Case – Growth & New Capital:
Creating New Value & Impact: 2021-2025 Strategic Plan

Background

A strategic plan, in conjunction with an operating plan, is needed to chart the roadmap for our organization. Among other critical elements, it solidifies our purpose, defines the value we deliver and the resulting outcomes, and it ensures we fulfill our mandate as an essential public service to the Richmond Hill community.

The last strategic plan was completed in 2013. Since then we have seen and experienced significant landscape changes, which may significantly impact the role of our library system, including:

- **COVID-19 impacts** - contactless service and product delivery and payments, social distancing, remote workplaces, remote learning, unemployment, mental health, ecommerce;

- **External environment** – library trends, and current and emerging technologies, commercial entrants and exits, business models, innovation, small business and direct-to-consumer economy;

- **Internal environment** - library data trends, municipal budgets, dependencies and working relationship with the City of Richmond Hill, physical and digital assets, human resources, automation, products and services;

- **Community changes** - macro (City of Richmond Hill) and micro (neighbourhoods) socio-economic trends, urban and transportation plans, densification;

- **Consumer trends** - omni-channel journey, digital everywhere, UX standards, personalization, experience economy, environmental sustainability, privacy, diversity and inclusiveness, mindfulness;

Project Description

Given the rapid changes we've seen in the community, technology and the environment, the time is right to explore a potential paradigm shift. We should be delivering the most relevant products and services to our diverse community and user groups - when, where and how they need it. Even broader, our library system has the

Richmond Hill Public Library
Administration
Business Case – Growth & New Capital:
Creating New Value & Impact: 2021-2025 Strategic Plan

opportunity to be a social platform and economic driver. To do this, we will need to be a fluid and responsive organization.

A new strategic plan is a critical building block for our organization's future and will need to be reflective of modern, dynamic strategic practices, which would mean reducing the planning cycle to three to five years. It needs to be a living and breathing document with outcomes that are rooted in our community's implicit and explicit needs, be actionable, scalable, measurable and focused on continuous improvement.

Our approach in the creation of a new strategic plan will be focused, collaborative and action-oriented; we will aim to challenge traditional thinking, reframe our opportunities and make choices.

A specific critical path and milestones will be developed once we move forward with Board approval, but the process should include key divergent and convergent stages, including but not limited to:

- **Team Selection** - solicit and decide which external partner(s) are best-positioned to support this initiative and a small internal team of key influencers who will act as champions

- **Exploration & Insights** - use various methods to gather, synthesize and analyze research from diverse perspectives and through a cross-section of key stakeholders, to uncover key themes and insights; including a qualitative and quantitative situational assessment and analysis of:

  - External trends and forces

  - Internal strengths and weaknesses

  - Usage data insights

  - Industry literature and practices

  - Community dynamics - macro (City) and micro (neighbourhoods)

  - User and non-user qualitative insights

  - Prototyping and testing outputs

- **Ideation & Implications** - refine and prioritize what's important to who and why, including:

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- ▪ Key persona development

- ▪ Finding strategic tension points

- ▪ Framing our strategic challenges, opportunities

- ▪ Exploring alternatives

- ▪ Ideating implications

- **Positioning** - leverage our learnings to crystallize why we exist and our role in people's lives, our value propositions to different user groups, and our culture and values

- **Implementation** - prioritize our options into solutions and a path forward, make choices on what to do and not do, including:

  - ▪ Operating plan

  - ▪ Alignment of resources, technologies, partner dependencies, and budgets

A. **Approval** - Board approval of the final output

B. **Launch** - rollout the plans including staff and City training and celebration, and community communications plan

Given the foundational importance of this activity, and its ensuing implications, updates on the status of the development of the strategic plan would be a standing agenda item at Library Board meetings to ensure visibility and alignment.

Without any relevant research available, we have already begun work on the research phase of Exploration & Insights, which is critical for any business to have. This will also set a foundation for the rest of the strategic work, which will begin immediately in 2021. Given the ideal state of in-person work for many of these activities, some of the plans may need to change or reposition due to COVID-19.

Beyond delivering quality services, a distinctive and relevant brand experience is also foundational for us to develop consumer interest and loyalty, as well organizational performance and sustainability. So, following the development of the strategic plan, we will explore a refresh of our brand identity and personality to ensure our strategic

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purpose and values are visually, tonally and behaviourally represented, and to build our image as a modern and accessible platform.

Once the final Strategic Plan is complete, we will then also undertake the work to create a new Master Plan that is in line with our strategic direction.

Capital Forecast

Yes.

Comparative Analysis

Most modern organizations should be working on 3-5 year strategic plan cycles, with the shorter timeframe gaining more and more traction considering the constant change in our world and in consumer behaviours. Library systems across the country maintain updated strategic plans. At seven years, the Richmond Hill Public Library Strategic Plan is outdated and is not providing enough structure to guide the organization effectively.

Alternatives

The only alternative is to maintain status quo. If we do not move forward with a new plan then we would be not be maximizing our financial, people and operational resources, and we would not be servicing the community to our potential.

Project Costs and Benefit

The costs associated with the creation of the Strategic Plan would include partner support, analysis, any additional research needed, workshop facilitation, meetings and artifacts, synthesis, promotion and other costs relevant to the strategic planning process. While the exact cost will need to be confirmed once the process and partner is chosen, the cost will be $100,000, running in Q1 and Q2 2021.

A successful strategic planning process will result in:

- An aspirational, action-oriented and outcome-driven roadmap to deliver the most relevant value to the community - where, when and how they need it;
- A vision that fuels the potential and resiliency of Richmond Hill residents, and that ultimately contributes directly to the economic and social betterment of the City of Richmond Hill;

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- A mindset of innovation and ongoing improvement;
- A common rallying cry for our employee culture;
- Leveraging intersection points with our City partners to drive maximum value to the community;

Operating Budget Impact

There is no operating budget impact related to this scope of work. Any operating cost implications, upward or downward, will be reflected in the library's 2022 Operating Budget as part of new initiatives stemming from a new strategic plan.

Conclusion

In order to best service and be relevant to our community, as well as to maximize the effectiveness of our organization's resources, we need to undertake a new strategic planning process that refines or redefines our purpose and that directs how we deliver up on it. The recommendation is to approve the development of a new strategic plan.

**Richmond Hill Public Library
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Business Case – Growth & New Capital:
Website Redesign**

Background

Our current website is built based on consultations from 2016. Since then, there have been many changes to how we serve our customers and what our customers expect from a digital experience, including but not limited to:

- **Modern user experiences:** The expectations on digital experiences have increased significantly in the past 5 years due to technology and market improvements. Frictionless customer experiences as well as ecommerce and other transactional capabilities have become standard expectations, and modern experience interactions such as personalization and recommendation engines continue to become mainstream.

- **Expansion of digital offerings:** In the past two years alone, our digital offerings have expanded to include homework help (Brainfuse), magazines/newspapers (PressReader), online learning (Niche Academy) and many more functions.

- **COVID-19 impact:** The COVID-19 pandemic has sped up the adoption of and shifted consumer behaviour across the planet toward digital. The Library is no different, as we moved library operations wholly online for several months and ultimately changed the way our customers interacted with us. Over 1,000 new customers joined the Library during our closure for digital offerings alone, and our digital user base doubled, and in some cases even tripled, their usage of various online offerings. Consumer trends indicate that the use of online services will remain high following COVID-19.

Customer Experiences through Data

As digital becomes more and more important to consumers, we've seen website visitors sessions increase 36% from 2013-2019. However, the overall quality of the user experience may be impacted by the design of our current website.

A decrease in page views coupled with a high bounce rate can suggest navigation and experience concerns and can limit the opportunity for people to discover the library resources available to them.

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Website Redesign

When comparing data from 2018 (old website) to 2019 (current website), page views have decreased by 70%. In 2019, the average bounce rate for our website was 79.8%. While a significant bounce rate is expected with libraries that offer an array of digital resources, high bounce rates (55%+) can often indicate that users are not finding what they would like to on a website.

Identified issues and concerns

Community feedback and a high-level preliminary audit by a digital expert (report available upon request) indicates a significant amount of challenges in the way our website currently performs, which can create barriers to current users and new potential library members who are not familiar with our services. Some of these challenges include:

- **Website navigation:** The website does not demonstrate a best practice in hierarchy of information and is overwhelming, causing key information to be lost and user journeys to be unclear.

- **Search:** The website's search functionality, which is a basic and core function in digital experiences, is counter-intuitive; it is split into two separate search modules and does not output results clearly.

- **Program calendar:** The program calendar feature of our website that lists all library programs is difficult to understand and customers find it challenging to navigate programs. Customer feedback also voices an inability to filter programs by subject area.

- **Coding issues:** Site performance and search engine optimization (SEO) ranking may be impacted by some coding concerns that don't meet best practices. This can impact the ability of users to easily find and access the information they need about library services.

- **Content strategy:** The website does not allow for an effective content strategy through content management. A lack of optimized layouts, reusable templates and modules also limits how our web pages are able to be used; formats for blog posts, FAQs and additional information do not exist.

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- **Disjointed user experience:** Our website is missing clean integrations, which can fuel user confusion. It links out to many different third-party online experiences which have different interfaces, including core services such as the catalogue and program registration, while other functions that should be available online are still forced to be in person, such as fine payment, meeting room rentals and card renewals. A visual map of this experience can be seen in the visual below.

- **Resource efficiencies and costs:** The lack of certain self-service functions that can be online and the lack of scalable template-driven content modules both limits our capabilities to be reactive and proactive with content that could benefit the community, and also creates additional work for staff and incremental outsourcing costs.

Project Description

With an increase in online learning and remote work, as well as the continued momentum in digital adoption, the enthusiasm and demand toward our online offerings will continue to play a growing role in how we engage with our community. In order to ensure we are a modern and user-focused service and to set a solid foundation from which to build off our new strategic plan, our website needs to be redesigned.

The timeline relating to the creation of a new website will align well with the development of our new strategic plan. With the research, digital strategy, design and development, and QA taking place through 2021 and a new website launching in 2022. Importantly, the new website would have a more robust measurement and optimization methodology in place.

Capital Forecast

Yes.

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Website Redesign**

Comparative Analysis

Standard digital experiences have evolved beyond the parameters and capabilities of our current website.

As an example from another library, after a website refresh earlier this year, Markham Public Library has been able to centralize their online user experience into one website, where program registration and payment, service information, and catalogue information is contained in one user experience. With a much lower average bounce rate than Richmond Hill's, preliminary data demonstrates that users are likely able to more easily navigate and discover content across the MPL website.

It is noteworthy, though, that the digital experience for many libraries likely does not meet the standard, and growing, expectations of digital audiences. Most libraries tend to focus their operational attention on their physical branches and do not have digital product managers who are focused on the increasingly used digital experience. Richmond Hill Public Library is no different and our current website was built without the oversight of a strategic digital expert; but we are currently in the hiring process for a new digital expert (already-approved headcount) who would oversee and guide the development of a new website, to ensure user experience and optimization are its core.

Alternatives

We are already working with the original website developer of our current site to make small incremental changes to the current website as stop-gaps where we can. If we leave the current site as is, we will continue to incur unnecessary costs and resources, and the issues will continue to grow and compound as more content is added, technology improves and digital expectations increase. Given the significant work involved to improve many of the issues identified, a website redesign is needed. Anything outside of that would be akin to putting band-aids on the problem rather than solving the problem.

Project Costs and Benefit

The costs associated with this project would be $300,000, which also already accounts for temporary resource support on the project. As stated above, this project will improve our service to the community, our ability to showcase and promote those services,

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Website Redesign**

present cost efficiency opportunities (eg. conversion of paper to digital) and streamline our resource efforts.

Operating Budget Impact

No impact.

Conclusion

A redesign of RHPL's online presence is an important strategic investment in the future of library services for the Richmond Hill community. It will fuel us to be relevant in a digital world, significantly improve the experience of our current users and look to attract new users; while also reducing unnecessary resource efforts, among other benefits.
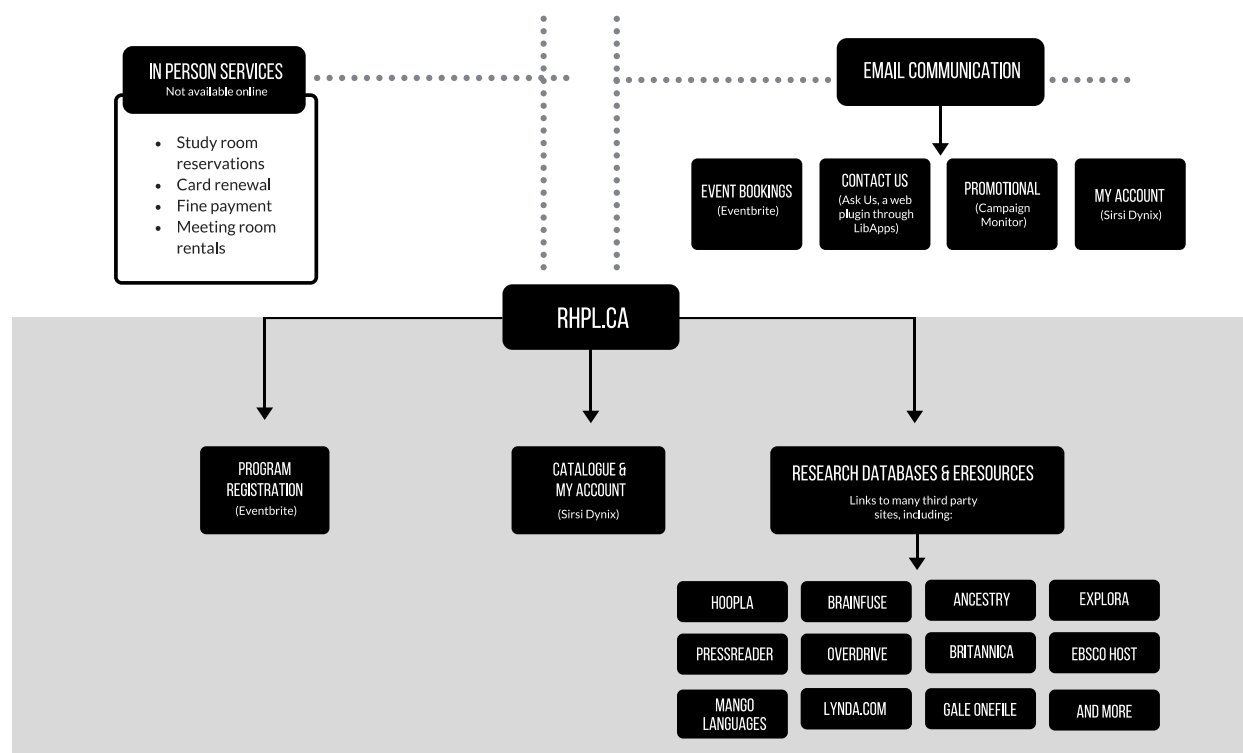
**Richmond Hill Public Library
Collections
Business Case – Growth & New Capital:
General Collection Development**

Background

The capital collection development program provides for growth of the Library's collections, relative to population growth and customer need. It allows for the expansion of new collections, new formats, and different languages necessary to meet community expectation.

The City annually approves the Library's request for Growth & New Capital Collection Development funds which enables the Library to extend existing service levels to Richmond Hill residents. In 2019, as a result of the City's Sustainability Initiative, R&R funding was reduced across the City, including a cut to the Library's funding of $1,165,800 to $600,000. Growth Capital is required in 2021 in order to maintain collection size due to the cut in the R&R budget.

To address growth levels in the area of library collection development Richmond Hill Public Library works toward an industry best practice ratio of 2-3 titles per capita. This best practice ratio includes both physical and digital collections. (Southern Ontario Library Service *A Guide to Developing a Collection Development Plan 2009*). This best practice number is reflected provincially, federally, and internationally.

Project Description

The Library plans to maintain and expand development of the collections to reflect new formats, new concepts, and diverse languages as well as general materials for all ages, responding to a increasingly sophisticated and diverse community with high expectations for library service.

Capital Forecast

Yes

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General Collection Development**

Comparative Analysis

Comparator libraries in York Region and beyond, like RHPL, are funded to build new collections and to ensure timely, relevant collections of value for their communities.

The chart below, taken from the 2018 Canadian Urban Libraries Council (CULC) statistics compares titles per capita of libraries in similar size communities as well as those in York Region. While it is important to compare ourselves to libraries in similarly sized communities it is also imperative that we look at those libraries within our area and those serving communities reflective of Richmond Hill's socio economic makeup. Richmond Hill falls within the 2-3 titles per capita best practice ratio at 2.14 titles per capita. Within the York Region Libraries there is some disparity due to population and community needs. The comparator libraries based on population are more evenly distributed.

The requested funds are necessary to keep the current ratio and to grow the collection to move toward the higher end of the best practice ratio.

From the 2018 CULC Statistics:

YORK REGION LIBRARIES	TITLES HELD PER CAPITA
Vaughan	0.98
Richmond Hill	2.14
Markham	2.18
Newmarket	4.02
Aurora	5.74
King	6.24

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From the 2018 CULC Statistics for libraries serving 100,001 to 250,000:

LIBRARIES SERVING POPULATIONS FROM 100,001 TO 250,000	TITLES HELD PER CAPITA
Oakville	1.02
Cambridge	1.17
Burlington	1.55
Barrie	1.74
St. Catherines	2.02
Richmond Hill	2.14
Waterloo City	2.33
Chatham-Kent	2.63

Alternatives

If the funding is not approved, the ratio of library materials to population will decrease, as the population grows, resulting in reduced service levels of available material and information. Our content will become outdated and irrelevant to our customers. We will no longer be able to sustain even our current ratio of titles per capita. New formats, new materials, and languages will not be accommodated, resulting in dissatisfaction on the part of Richmond Hill residents. In addition, the library will be unable to provide the service delivery the residents have come to expect. Our customers, as a well educated and affluent group have very high expectations of our collections. The Library's reputation with our customers will suffer.

Project Costs and Benefit

Total Project Cost is $356,000

Library collections enrich the choices of the Library's customers and are the core of library service. Robust and diverse collections both physical and digital answer the

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questions, expand the explorations and drive the aspirations of Richmond Hill residents, who have come to expect – and demand – a wide range of library materials, languages and formats.

Operating Budget Impact

None

Conclusion

The capital collection development program provides for growth of the Library's collections, relative to population growth. As well, the program enables expansion of scope, formats and languages of the materials available to meet the needs and expectations of an increasingly diverse population.