



A Special Meeting of
the Richmond Hill Public Library Board
will be held virtually at

[https://us06web.zoom.us/j/6743941674?pwd=cElEd3pVR0hqTnNGdFIRcWp2S](https://us06web.zoom.us/j/6743941674?pwd=cElEd3pVR0hqTnNGdFIRcWp2SmNYZz09)

[mNYZz09](#) Thursday, September 2, 2021

at 4:00 pm

AGENDA

1.0 Call to Order

2.0 Regrets

Bram Kivenko

3.0 Adoption of Agenda

4.0 Disclosure of Pecuniary Interest and the General Nature Thereof

5.0 Minutes

5.1 Library Board Minutes – August 13, 2021 Special Meeting

6.0 Presentations

7.0 Reports

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

7.1 2022 Operating Budget Report SRLIB21.20

8.0 New Business

8.1 **Member Motion – Board Chair G. Beros** – resignation of board member

9.0 Member Announcements

10.0 Date of Next Meetings

The next Regular Meeting of the Library Board will be held on:

Tuesday, September 28, 2021 virtually using video-teleconferencing technology.

Please advise Darren Solomon and Susan Quinn of regrets for attendance, by noon of the day of the meeting at e-mail: dsolomon@rhpl.ca and squinn@rhpl.ca

The Richmond Hill Public Library Board
Friday, August 13, 2021

MINUTES

The Richmond Hill Public Library Board held a special meeting on Friday, August 13, 2021 virtually using video-teleconferencing technology.

Present: Councillor Greg Beros, Chair
Frank DiPede
Bram Kivenko
Councillor Tom Muench
Regional and Local Councillor Carmine Perrelli
Rona Wang

Staff: Darren Solomon, Chief Executive Officer
Catherine Charles, Director, Collections and Program Development
Yunmi Hwang, Director, Branch Services
Rob Jones, Director Information Technology/CIO, City of Richmond Hill
Robin Fribance, Executive Manager, Experience & Strategy
Michelle Splitter, Manager, Collections
Andrew Li, Financial Management Advisor CFS, City of Richmond Hill
Susan Quinn, Executive Administration Coordinator

1.0 Call to Order

The Chair called the meeting to order at 4:00 p.m.

2.0 Regrets

Stephen Chait

Regional and Local Councillor Joe DiPaola, Vice Chair

Mahnaz Shahbazi (made several attempts to connect but was unsuccessful due to technology issues)

3.0 Adoption of Agenda

Motion:

21:48

Moved By:

F. DiPede

Seconded by:

R. Wang

THAT the Agenda of August 13, 2021 be adopted.

CARRIED UNANIMOUSLY

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 – June 22, 2021

Motion:

21:49

Moved By:

B. Kivenko

Seconded by:

Regional and Local Councillor C. Perrelli

THAT the Minutes of June 22, 2021 be adopted

CARRIED UNANIMOUSLY

6.0 Presentations

None

7.0 Reports

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

7.1 2022 Capital Report SRLIB21.19

Motion:

21:50

Moved by:

R. Wang

Seconded by:

F. DiPede

THAT the Library Board approve RHPL's 2022 Capital Budget requests so they may be moved to the City for funding consideration.

CARRIED UNANIMOUSLY

8.0 New Business

None

9.0 Member Announcements

None

10.0 Date of Next Meetings

Special 2022 Budget Meetings of the Library Board will be held on:

Thursday, September 2, 2021 @ 4 p.m.

virtually using video-teleconferencing technology.

The next Regular Meeting of the Library Board will be held on:

Tuesday, September 28, 2021 virtually using video-teleconferencing technology.

11.0 Adjournment

Motion:

21:51

Moved By:

B. Kivenko

Seconded by:

Regional and Local Councillor C. Perrelli

THAT the meeting be adjourned at 4:11 p.m.

CARRIED UNANIMOUSLY

Respectfully submitted,

“Signed version on file in the Administration Offices”

Councillor Greg Beros

Chair

Darren Solomon

Chief Executive Officer



Report Subject: 2022 RHPL Operating Budget

Report For: Approval

Meeting Date: September 2, 2021

Staff Report #: SRLIB21.20

To: Richmond Hill Public Library Board

From: Darren Solomon, Chief Executive Officer

SUMMARY

Heading into 2022, the City has shifted its annual budgeting process to run earlier than in the past. Running concurrent to this process is RHPL's strategic planning initiative, which is nearing finalization. We purposefully mapped our strategic planning timeline to converge with budgeting deadlines, in order to develop the most informed Operating Budget possible.

We designed the budget to align to our new proposed strategic plan and, very importantly, to address some basic and essential longstanding capability gaps at the Library – which will enable us to work not only more effectively and efficiently, but also begin to enable the transformation and modernization of our organization and the value we deliver to the community.

The budget accounts for the following key considerations:

1. Tax Neutrality Target
2. Alignment to New RHPL Vision
3. Core Capabilities Gaps

The 2022 RHPL Operating Budget increase is \$430,800 (or 5.5%) which breaks into two main categories:

- Standard Personnel increases, such as cost of living, pay band adjustments and other staff-related costs, which amounts to \$191,900 (2.47%).
- Non-Personnel budget changes, which total \$238,900 (3.07%). The explanation behind this increase is detailed in the Bridge Summary section of this report. We plan to use the anticipated 2021 Library budget surplus to offset this increase.

Therefore the 2022 RHPL Operating Budget increase to the City is only \$191,900, which is equal to the total standard Personnel cost increases and which aligns with the City's approach to net neutrality on non-Personnel budget changes. We have reviewed this budget with the City's Finance team, and this win-win scenario will allow the Library to develop the foundational capabilities it needs while also supporting the City's 0% tax rate target.

RECOMMENDATION

That the Richmond Hill Public Library Board:

1. Approve RHPL's 2022 Operating Budget so it may be moved to the City for funding consideration; and
2. Approve the transfer of RHPL's anticipated 2021 Operating Budget surplus to the Library Reserves in order to cover the 2022 non-Personnel Operating Budget increase.

RATIONALE

In building the 2022 RHPL Operating Budget, we were guided by three key considerations:

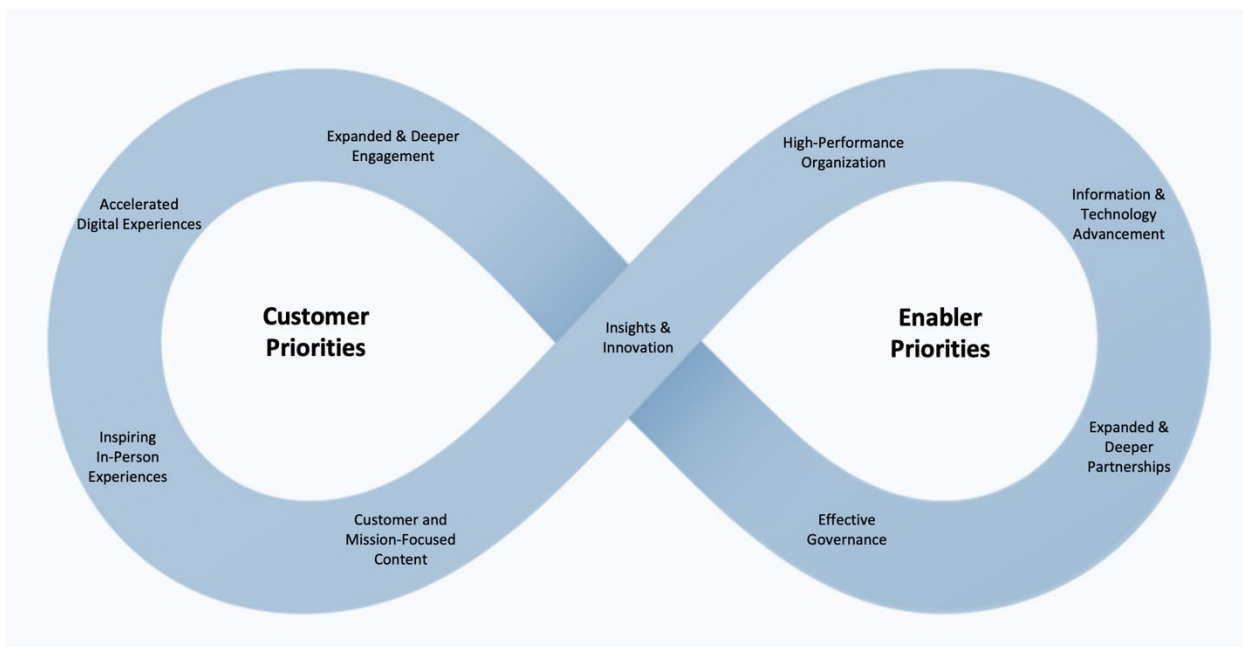
1. **Tax Neutrality Target** – To support Council's direction of a 0% tax rate increase, City Finance has asked the Library to target a neutral year-over-year budget if

possible. This target, though, excludes standard Personnel budget increases, which includes Cost of Living Allowance (COLA) adjustments, salary and pay band adjustments, the adjustment to Truth & Reconciliation Day being a day off to align with the City's closures, as well as anticipated salary adjustments that we expect to result from the renegotiation of our Collective Agreement. There are a lot of Library initiatives that require funding to move RHPL towards its new strategic goals but we also recognize that there are always competing requests, which become more pronounced in a constrained year. Given that tension, where feasible, we have worked creatively to defer dependent or less urgent initiatives to 2023, to maximize our 2022 Capital Budget requests and to minimize incrementality to the 2022 Operating Budget. Having said that, we believe there are a few necessary capability needs that are important for us to be able to move forward to improve the service to the community and work more effectively, which you will find in the budget bridge below. We plan to offset these incremental costs through anticipated 2021 surplus, and therefore the 2022 RHPL Operating Budget increase to the City is \$191,900, which is equal to only the standard Personnel cost increases and which aligns with the City's approach to net neutrality on non-Personnel budget changes.

2. Alignment to New RHPL Vision – Our new strategic plan is in its final stages of completion and presents a bold, exciting and transformative vision for the role the library will play in people's lives and for the value it will bring to the City. We will dive deeper into our proposed plan when we present it for approval at our regular September 28th Board meeting, but in order to proceed with budgeting we are basing our work on our proposed identity statements and strategic priorities, which have already been endorsed by the Strategic Planning Task force, the library's Executive Leadership Team and the Strategic Planning Steering Committee, which includes three Board members.

- **Purpose** – “As a strong cornerstone of Richmond Hill, we exist to improve your quality of life. Our role is to be a gathering place for our community and to provide equitable and universal access to resources.”

- **Vision** – “We’re valued for our world-class library experiences that motivate you to confidently adapt and thrive in a world of change, and enhance Richmond Hill as a place to live, visit and do business.”
- **Mission** – “We offer knowledge, experiences and resources that enable you to grow the capabilities you need to respond to personal, local, national and global challenges, trends and interests.”
- **Priorities** – The graphic below shows our two strategic paths – the front-end Customer Priorities and the back-end Enabler Priorities, which work together and drive each other.
- **Strategies** – Our strategies sit under each of the below Priorities. To create our 2022 Operating Budget we estimated the financial needs for each of our 37 strategic initiatives, and we were then able to absorb all of their project costs by either reallocating certain areas of our budget, funding them through Capital requests, or by deferring initiatives to 2023.



3. Core Capability Gaps – Throughout 2021 we identified some capacity and service gaps in our business that stemmed from our shift to a shared service model with the City or that resulted from trying to improve service delivery to the community. We have worked to resolve most of these gaps through the reallocation of responsibilities and some minor structure changes, including, for example, centralizing programming to a system-wide level and rethinking how certain administrative tasks, such as onboarding and invoice processing, get done. But there are also some basic capability needs that the Library has surprisingly never actually had that are necessary to effectively operate a modern business. The first year of our strategic roadmap (2022) has been planned as a transition year that’s focused on the building blocks – that is, developing the foundational capabilities and capacities required to trigger the rest of the plan and meet the strategic repositioning we are setting out to achieve. One of the high priority strategies that we’ve identified to this end is the need to align our organizational capabilities to enable the plans, and after a review against our strategic priorities we have determined that there are a few important capabilities that are necessary in the organization; as mentioned, these are basic gaps that have actually existed for some time but had never been addressed by the Library. Not addressing these capabilities puts our plans, our basic effectiveness and the value we are able to deliver to the community at risk. But given budgetary constraints we realize that we can’t fill all of these gaps immediately so we have planned accordingly throughout 2021, with an eye on 2022 and beyond:

Capability Gap	Why It’s Needed	Plan To Address Gap
Project Management	RHPL has never had project management as a practice at the library, which is a significant root cause that resulted in a consistent and lengthy backlog of unexecuted projects. Current staff don’t have the time or specialized skills needed to effectively manage the complexities of project management, which is an	

important discipline in the execution of business plans. This past year we have put a focused effort on clearing the backlog of capital projects which, while progressing well, has not been without its challenges; the management of projects has become significantly more complicated and time-consuming given our new practice of working with City shared services, including Procurement, Risk and IT. We estimate that our Director of Branch Services was spending about 7 hours a week on task-oriented project activities and our Executive Manager of Experience & Strategy was spending about 10 hours a week on basic project activities, and this does not include the work of other managers and directors. This collective effort is not an effective use of our senior people's skills and time and creates inefficiency in our processes - resulting in reduced project capacity, slower time to market, added complexities, and lack of coordinated project oversight. We brought on a temporary Project Manager consultant as a short-term pilot to support our senior team on their projects, and the focused process rigor realized immediate and important benefits, including having someone proactively schedule timelines, tasks and responsibilities; update and maintain project status and progress; be the primary coordinator with City partners in Procurement, Risk and IT on day-to-day workflows and forecast planning; be the primary liaison with external project vendors and consultants on day-to-day scheduling, information transfer, budget coordination and other dealings; and provide master oversight and tracking of all major projects for visibility, status, budget adherence, risks and prioritization. This

Respecting the City's target of minimizing the addition of new full-time roles, we propose hiring a Project Manager as a consultant in 2022 to continue the momentum we have built, and to support the new influx of work and complexities that come with it. This cost would be offset from the anticipated 2021 Library budget surplus. We anticipate then converting this role to a full-time Personnel cost in 2023.

	<p>allowed our staff to better focus on their areas of expertise and work, streamlined our work with the City and our partners, and brought responsible governance to project execution. Project management is a key enabler role across all business sectors, and securing project management as a capability in 2022 is necessary to manage the implementation of our current projects and new strategic initiatives.</p>	
Capability Gap	Why It's Needed	Plan To Address Gap
<p>Content Management</p>	<p>Our new strategic plan is driven by our mission to prepare our community to be confident and resilient in a fast-moving and ever-changing world. Fulfilling this requires us to constantly have an eye on current and future landscapes, and to then curate what we're seeing into usable information and insights for our community. At the same time, digital growth was a consistent theme heard throughout the strategic consultation process and we are making a commitment to the community to bolster our digital presence to be much more relevant to them. Our key challenge with this, though, is that, surprisingly, the Library has never actually had even one dedicated role for content management on the website; it has always been managed through side-of-the-desk tasks spread across several people who have no digital expertise. That lack of ownership, experience and expertise is a strong contributor to the sub-optimal experiences and discovery opportunities on our website and app. Digital content managers are basic and essential functions in every organization today; it is highly</p>	<p>Respecting the City's target of minimizing the addition of new full-time roles, we propose hiring a Content Manager as a consultant in 2022 to fill a basic and essential need and to be a critical enabler of our new vision. This cost would be offset from the anticipated 2021 Library budget surplus, and we anticipate then converting this role to a full-time Personnel cost in 2023.</p>

	<p>unusual to not have anyone focused on the digital experience, even within the urban library community. The content management capability powers several of our new strategic priorities, including bringing our digital offerings up to modern expectations, curating a broader global perspective for our customers, and encouraging more discovery and conveying the value of the library.</p>	
Capability Gap	Why It's Needed	Plan To Address Gap
<p>Business Analytics</p>	<p>As with every organization in today's world, the Library is collecting a lot of data from many operating, customer and environmental sources (not to mention the available data that we are not collecting). What we are missing, though, is the specialized expertise to develop a business intelligence strategy, along with processes and infrastructure, that governs and leverages our data in a purposeful and meaningful way to help us better understand our business, solve problems and make more insight-driven and evidence-based decisions to improve our operations and our value to the community. To support the development of this capability, we recently engaged a Business Analyst consultant to help us evaluate our current state, design a basic data strategy that will enable us to track a few key business measures, and help us develop a decentralized approach whereby each of our managers, for now, can take ownership for their own data points to better manage their business. In modern public and private organizations, including libraries, business and data analytics is a fundamental enabler that supports every</p>	<p>While important, we recognize that we need to prioritize our needs, especially in a financially constrained year. We feel the work being done in 2021 will provide us with a basic starting point for 2022, and any additional needs can be addressed through ad hoc project work for now. In addition, the City IT is working on developing its data technology capabilities and we have agreed to explore opportunities to support the Library. We anticipate revisiting this need for the 2023 budget.</p>

	aspect of operations and strategic plans.	
Capability Gap	Why It's Needed	Plan To Address Gap
Marketing	<p>In a consumer landscape that is overloaded by competing advertising and messaging across many different and emerging channels, marketing is a basic and essential capability for any public or private business that offers products or services to an audience. One of the important insights that surfaced through our strategic planning process was that many people in the community aren't aware of all of the services the Library offers, even though they may need them. For the Library to maximize the value that it delivers to the community, it needs to ensure that the community maximizes the value it draws from the library. To do so, we need to ensure that our residents are aware of what we offer, that we connect with them in relevant and contextual ways that drives consideration, and that they understand the value we deliver to the community. Doing that will result in more library users and more frequent library usage. The Library currently has one hybrid role in this area that has a split focus between internal communications, customer marketing, public and media relations, and web, newsletter and social media updates; as a result, our work in this area is tactical and not able to be as strategic and proactive as needed in the delivery of awareness and consideration to the customer.</p>	<p>While we build out other capability areas and begin executing our plan, we have designed a way to temporarily plug this need through three key avenues: we are engaging a marketing agency to support us with the development of a strategic marketing plan, as well as to provide bench strength and expertise on larger marketing initiatives; we have restructured one of our existing open roles to focus on the production of video programming and to support with our tactical marketing needs; and the new Content Manager will provide support through digital content development and management. We anticipate revisiting this need for the 2023 budget.</p>

Bridge Summary

To create a more effective process internally some budget items have been delegated to different members of the organization, in order to better align costs with revenues, to centralize some costs to achieve efficiencies where possible, and to empower managers to take more ownership of their budget areas.

The 2022 Operating Budget reflects the directions of our proposed new strategic plan, which will be presented at the next Board Meeting. It assumes a return to a new normal operating scenario, while allowing for some ongoing day-to-day COVID-19 considerations factored in. We are proposing a \$191,900 (or 2.47%) year-over-year increase to the City grant to cover the standard Personnel increases; whereas the remaining increase of \$238,900 would be covered by a transfer from the Library Reserves via the anticipated 2021 surplus, which would enable significant strategic and operational benefits.

Key bridge notes for the 2022 budget include:

- Personnel – The increased costs reflect cost of living adjustments that align with the City and RHPL’s Collective Agreement, salary and pay band adjustments, statutory holiday pay for Library closures due to the new National Day of Truth and Reconciliation holiday, as well as anticipated salary adjustments that we expect to result from the renegotiation of our next Collective Agreement.
- Contracts & Services – The key driver and majority of our increase reflects the two new contract engagements for a Project Manager and Content Manager, as detailed above as part of the Core Capabilities Gaps. The only other notable changes include increased costs from City IT for upgraded fibre data services as well as additional courier costs related to the Southern Ontario Library Service (which has since been restructured as the Ontario Library Service) which pulled a longstanding subsidy that previously supplemented the costs of inter-branch material deliveries. The budget also factors in cost savings from centralizing our programming and other efficiencies.

- Materials & Supplies – We will realize some cost savings from the reduction of our COVID-19 supplies and other efficiencies.
- Collection Development and Transfer from R&R Reserve Fund – Increase in collection development expenses are mainly offset by an increase in funding from the R&R Reserve Funds.
- Revenues – Our funding from the York Region District School Board for Richmond Green Library is expected to decrease slightly due to the decrease in some related costs and the repurposing of part-time roles from Richmond Green (and Central) to develop a new system-wide position that will improve customer service at a broader level and result in a small net personnel savings.

	2020 Actual	2020 Approved Budget	2021 Actual July YTD	2021 Approved Budget	2022 Draft Budget	BUDGET Change from 2021 \$ %	
Base Budget							
Expenditures							
Personnel	6,125,731	7,209,700	3,264,340	6,864,500	7,056,400	191,900	2.8%
Collection Development	742,598	628,200	571,657	624,300	930,400	306,100	49.0%
Contracts & Services	729,539	1,047,400	335,447	1,352,800	1,584,200	231,400	17.1%
Materials & Supplies	331,967	135,200	28,702	145,900	134,800	(11,100)	(7.6%)
Transfer to Library Reserves	554,600	-	-	-	-	-	-
Transfer to R&R Reserve Fund	527,400	527,400	175,000	300,000	300,000	-	0.0%
Total Expenditures	9,011,834	9,547,900	4,375,146	9,287,500	10,005,800	718,300	7.7%
Revenues							
Provincial & Special Grant	(122,199)	(122,200)	-	(122,200)	(122,200)	-	0.0%
Library Generated Revenue	(74,457)	(338,700)	(13,900)	(200,100)	(200,800)	(700)	0.3%
YRDSB for RG Library	(303,900)	(301,500)	-	(310,400)	(297,200)	13,200	(4.3%)
Transfer from Library Reserve	-	(450,000)	(161,800)	(277,300)	(277,300)	-	0.0%
Transfer from R&R Reserve Fund	(600,000)	(600,000)	(350,000)	(600,000)	(900,000)	(300,000)	50.0%
Municipal Grant	(7,911,278)	(7,735,500)	(4,536,900)	(7,777,500)	(7,777,500)	-	0.0%
Total Revenues	(9,011,834)	(9,547,900)	(5,062,600)	(9,287,500)	(9,575,000)	(287,500)	3.1%
Net Budget				-	430,800	430,800	
Municipal Grant					(191,900)	(191,900)	
Transfer from Library Reserve (2021 Surplus)					(238,900)	(238,900)	
(Surplus)/Deficit	-	-	(687,454)	-	-	-	0.0%

Based on the above 2022 Operating Budget schedule, RHPL will fund budget needs by transferring \$238,900 of anticipated 2021 surplus from Library Reserves, and request an increase to the City's Municipal Grant of \$191,900 to cover necessary Personnel

increases, which aligns with the City’s approach to net neutrality on non-Personnel budget changes.

Looking ahead to the 2023 Operating Budget, it is anticipated that both the transfer from Library Reserves and Contracts & Services will be reduced by similar amounts as the Project Manager and Content Manager will be an incremental budget request under Full-Time Personnel.

COVID-19 Operating Budget Risk Adjustment

As with other departments in the City, the Library has also created a risk-adjusted 2022 budget, which reflects the estimated impact of another COVID-19 outbreak or a significant regression in provincial guidelines. Given vaccination rates and continued government and health authority efforts we believe another full closure is unlikely and have budgeted accordingly to develop an overall COVID-19 risk-adjusted budget with a net decrease of \$254,800.

	2020 Actual	2020 Approved Budget	2021 Actual July YTD	2021 Approved Budget	2022 Draft Budget	2022 COVID Draft	BUDGET CHANGE From 2022 Draft	
							\$	%
Base Budget								
Expenditures								
Personnel	6,125,731	7,209,700	3,264,340	6,864,500	7,056,400	6,746,700	(309,700)	2.8%
Collection Development	742,598	628,200	571,657	624,300	930,400	930,400	-	49.0%
Contracts & Services	729,539	1,047,400	335,447	1,352,800	1,584,200	1,536,000	(48,200)	17.1%
Materials & Supplies	331,967	135,200	28,702	145,900	134,800	124,100	(10,700)	(7.6%)
Transfer to Library Reserves	554,600	-	-	-	-	-	-	-
Transfer to R&R Reserve Fund	527,400	527,400	175,000	300,000	300,000	300,000	-	0.0%
Total Expenditures	9,011,834	9,547,900	4,375,146	9,287,500	10,005,800	9,637,200	(368,600)	7.7%
Revenues								
Provincial & Special Grant	(122,199)	(122,200)	-	(122,200)	(122,200)	(122,200)	-	0.0%
Library Generated Revenue	(74,457)	(338,700)	(13,900)	(200,100)	(200,800)	(100,400)	100,400	0.3%
YRDSB for RG Library	(303,900)	(301,500)	-	(310,400)	(297,200)	(283,800)	13,400	(4.3%)
Transfer from Library Reserve	-	(450,000)	(161,800)	(277,300)	(516,200)	(516,200)	-	86.2%
Transfer from R&R Reserve Fund	(600,000)	(600,000)	(350,000)	(600,000)	(900,000)	(900,000)	-	50.0%
Municipal Grant	(7,911,278)	(7,735,500)	(4,536,900)	(7,777,500)	(7,969,400)	(7,969,400)	-	2.5%
Total Revenues	(9,011,834)	(9,547,900)	(5,062,600)	(9,287,500)	(10,005,800)	(9,892,000)	113,800	7.7%
Subtotal (Surplus)/Deficit	-	-	(687,454)	-	-	-	(254,800)	

Library Reserves

The Special Purpose Reserves activity accounts for aforementioned business considerations plus previously-approved allocations:

- We have created a plan to implement the Digitization Project, beginning with a pilot that will dictate our approach to the work.
- The Central Coffee Shop RFP is currently in market and will result in renovations and health and safety updates.



**Richmond Hill Public Library Board
Statement of Reserve Activity**

	<u>2021</u>	<u>Draft 2022</u>
DONATIONS AND BEQUESTS RESERVE FUND		
Beginning Balance (Jan 1)	\$ 607,980	\$ 624,761
Transfer from Current Operations	-	-
Transfer to Current Operations	-	(123,000) 2018 Digitization Project
Estimated Interest Earned *	16,780	13,849
Closing Balance	<u>\$ 624,761</u>	<u>\$ 515,609</u>
* Estimated interest rate is 2.76%		
SPECIAL PURPOSE RESERVE		
Beginning Balance (Jan 1)	\$ 1,235,496	\$ 958,196
Transfer from Current Operations	-	-
Transfer to Current Operations	(277,300)	(277,300) 2020 surplus allocations
Transfer to Current Operations	-	(100,000) coffee shop
Closing Balance	<u>\$ 958,196</u>	<u>\$ 580,896</u>

ATTACHMENTS

- None