



A Regular Meeting of
the Richmond Hill Public Library Board
will be in the Boardroom of the Central Library
on Thursday, February 21, 2019
at 7:30 pm

AGENDA

1.0 **Call to Order**

2.0 **Regrets**

3.0 **Adoption of Agenda**

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

5.0 **Minutes**

5.1 **Library Board Minutes –January 17, 2019**

6.0 **Correspondence**

7.0 **Reports**

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

- 7.1 2018 Fourth Quarter Operations Report SRLIB19.05
- 7.2 2018 Annual Use Indicators and Five Year Snapshot Report
SRLIB19.06
- 7.3 FINAL 2019 Capital Budget Report SRLIB19.07
- 7.4 Library Board OLA Conference Highlights
- 7.5 Status of 2019 Operating Budget Report SRLIB19.08

8.0 **Member Announcements**

9.0 **Date of Next Meeting**

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

***Please advise Louise Procter Maio of regrets for attendance, by **noon** on Thursday, February 21, 2019 at 905-884-9288, extension 5041 or e-mail: lproctermaio@rhpl.ca*

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

The Richmond Hill Public Library Board
Thursday, January 17, 2019

MINUTES

The Richmond Hill Public Library Board held its regularly scheduled meeting on Thursday, January 17, 2019 in the Boardroom at Central Library, 1 Atkinson Street, Richmond Hill, Ontario.

Present: David Bishop, Chair
Stephen Chait
Gwen Johnstone
Shelagh Harris
Alicia Lauzon

Staff: Louise Procter Maio, Chief Executive Officer
Mary Jane Celsie, Director, Content
Catherine Charles, Director, Community Connections
Yunmi Hwang, Director, Technologies
Barbara Ransom, Director, Customer Experiences
Eva Liu, Executive Manager, Talent and Culture
Greg Patterson, Manager, Central Library
Brock Smith, Manager, Communications
Franca Perri, Administrative Assistant

1.0 Call to Order

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

2.0 Regrets

Marj Andre

Adam Grachnik

Councillor Castro Liu

3.0 Adoption of Agenda

Motion:

19:01

Moved By:

S. Chait

Seconded by:

G. Johnstone

THAT the Agenda of January 17, 2019 be adopted as revised by adding Agenda Item 7.5 eContent for Libraries Campaign Report.

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 – December 13, 2018

Motion:

19:02

Moved By:

G. Johnstone

Seconded by:

A. Lauzon

THAT the Minutes of December 13, 2018 be adopted.

CARRIED

6.0 Correspondence

7.0 Reports

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

7.1 Final 2013 – 2017 Strategic Plan Status Report – SRLIB19.01

A report was issued prior to the meeting and was presented by B. Smith, Manager, Communications.

Motion:

19:03

Moved By:

A. Lauzon

Seconded by:

S. Harris

THAT the Final 2013 – 2017 Strategic Plan Report Card Report dated January 17, 2019 be received for information.

CARRIED

7.2 2018 Annual Accessibility Policy and Program Report – SRLIB19.02

A report was issued prior to the meeting and was presented by M.J. Celsie, Director, Content.

Motion:

19:04

Moved By:

G. Johnstone

Seconded by:

A. Lauzon

THAT the Library Board approves the Richmond Hill Public Library Board Accessibility Policy dated January 17, 2019 and receives the 2018 Annual Accessibility Program Report for information.

CARRIED

**7.3 2018 Annual Health and Safety Policy and Program Report –
SRLIB19.03**

A report was issued prior to the meeting and was presented by G. Patterson, Manager, Central Library.

Motion:

19:05

Moved By:

S. Chait

Seconded by:

G. Johnstone

THAT the Library Board approve the Richmond Hill Public Library Board Health and Safety Policy Statement, and Respect in the Workplace – Harassment & Violence Policy; and receive the Annual Health and Safety Report for 2018 for information.

CARRIED

7.4 2019 Operating Budget Status Report – SRLIB19.04

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

Motion:

19:06

Moved By:

S. Chait

Seconded by:

G. Johnstone

THAT the 2019 Operating Budget Status Report be received for information.

CARRIED

7.5 eContent for Libraries Campaign Report – SRLIB19.05

A report was issue prior to the meeting and was presented by M. J. Celsie, Director, Content.

Motion:

19:07

Moved By:

S. Chait

Seconded by:

G. Johnstone

THAT the eContent for Libraries Campaign Report be received for information.

CARRIED

8.0 Member Announcements

Eva Liu, Executive Manager, Talent and Culture was introduced.

9.0 Date of Next Meeting

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

Thursday, February 21, 2019 at 7:30 p.m.

10.0 Adjournment

Motion:

19:08

Moved By:

S. Harris

Seconded by:

A. Lauzon

THAT the meeting be adjourned at 8:15 p.m.

CARRIED

Respectfully submitted,

“Signed version on file in the Administration Offices”

D. Bishop
Chair

L. Procter Maio
Chief Executive Officer



Richmond Hill Public Library Board

CORRESPONDENCE

Thursday, February 21, 2019

-
- I. Article from Richmond Hill Liberal Jan. 24, 2019
[Re: Here are the most-borrowed books, DVDs of 2018 in Richmond Hill](#)

 - II. Article from Quill and Quire Jan. 22, 2019
[Re: Libraries launch public campaign over publisher ebook and audiobook pricing](#)

 - III. Article from Forbes Feb. 02, 2019
[Re: Libraries speak out about e-book costs](#)

 - IV. Article from Insauga.com Feb. 05, 2019
[Re: Multi-million dollar renovation planned for one of Mississauga's Oldest Libraries](#)



Richmond Hill Public Library Board

2018 FOURTH QUARTER OPERATIONS REPORT

SRLIB19:05

Subject: Fourth Quarter Operations Report

From: Louise Procter Maio

Date: February 21, 2019

1.0 **Recommendation**

That the *2018 Fourth Quarter Operations Report* to December 31, 2018 be received as information.

2.0 **Purpose**

To provide the Library Board with an overview of operational accomplishments during the period October to December, 2018.

3.0 **Background**

The Strategic Plan is the key guiding document that informs all service development of the Library. From that document, a business plan is crafted annually that targets specific objectives and consequently informs the content of the capital and operating budgets based on the strategic goals. Business planning for the Library is intended to briefly describe what the plans are. Operational plans are developed by staff to ensure that the business plan actions are pursued.

The Library opens its doors for 223.5 operating hours per week as the community's knowledge centre, welcoming an average of 62,500 visitors per week (in-person and electronically) and provides residents with sources, services and spaces. The Library Board receives updates concerning Library operations several times throughout the year. The highlights for the fourth quarter ending December 31, 2018 depict the additional initiatives and innovations achieved as per the objectives in the 2018 Business Plan. They are as follows:

4.0 Fourth Quarter Accomplishments

4.1 Strengthen Your Connections

- ***Collaborate with partners to deliver service and program solutions:***
 - Co-ordinated the annual Indie Author Day Book Fair. 16 local authors met with 80 community members to discuss and share their works
 - Provided 36 outreach storytimes to 24 daycares. Reached 689 children who cannot come to the Library for storytime
 - Facilitated one-on-one consultations for 12 customers with consultants from the Richmond Hill Small Business Enterprise Centre.

- ***Position and market the Library as the connecting Knowledge Centre:***
 - Received 14 media mentions via *The Liberal*, *Toronto Star*, and *Hamilton Spectator*
 - Attended 13 school outreach events, interacting with 1,086 members of the community
 - Created and posted 20 videos to YouTube and Facebook for a total of 6,821 views
 - Reached the following social media followership milestones on key platforms: 2,500 page likes on Facebook, 2,000 followers on

- Twitter, and 1,500 combined followers on Instagram. Integrated the Instagram Stories tool into the Library's social media strategy
- Liaised with community partners, notably Town of Richmond Hill including Interdepartmental Culture Team, Richmond Hill Cultural Leadership Council, Community Services and Asset Management; RH Board of Trade, York Region District School Board Resilience Table, Catholic Community Services of York Region re: Library Settlement Program, Richmond Hill Welcome Centre, 360 Kids, Richmond Hill Historical Society
 - Liaised with Library partners, notably: York Region Libraries, Federation of Ontario Public Libraries (FOPL), Human Resources Network of Ontario (HRNOL), Canadian Urban Libraries of Canada (CULC), Chief Executives of Large Urban Public Libraries (CELUPL), SirsiDynix Library User Group of Ontario (SLUGO), Seneca College Library & Information Technician Program Advisory Committee, Ontario Library Association (OLA), and Southern Ontario Library Service (SOLS)
- ***Furthered the Newcomer Strategy:***
 - Partnered with L.I.G.H.T. (Lead Inspire Grow Hope Transform) to offer a second session of Homework Help Buddies. 16 volunteers partnered with 18 elementary students to help with homework and ESL exercises.

4.2 Contribute Vibrant Spaces

- ***Retool facilities and identify innovative space solutions:***
 - Continued extensive research and planning for technologies, collections, furniture, equipment, programming and staffing for the new Oak Ridges Library
 - Refreshed some of public spaces at Central Branch by removing old OPAC stations and allowing the spaces to be used as study/work tables with access to additional electrical outlets

- ***Reshape our website as a virtual space and services:***
 - Refreshed the main website page biweekly to provide our customers with fresh reading selections and program information
 - Soft-launched new Library website (www.rhpl.ca) and provided technical support for required modifications

4.3 Enrich Your Choices

- ***Review our many services and programs, refining our offerings to deliver unique, meaningful choices for individuals and community segments:***
 - Coordinated Central Library's Extended Study Hours service for college and university students from November 24 to December 20, 2018. A total of 1,575 students participated.
 - Completed the 5th module in Magnus Cards to provide step-by-step guides on how to register for a program using the library website designed for customers with cognitive disabilities. The Magnus Cards enrich customer choices by reducing barriers to accessing library services.
 - Launched new monthly eNewsletter service; amassed 190 subscribers in initial quarter
 - Hosted an interactive presentation by *Ballet Jorgen* to encourage children to participate in ballet as both dancers and attendees at performances
 - Offered themed musical performances and films on Sunday afternoons to 90+ customers
 - Established a BYOB – Bring Your Own Baby book club.
 - Hosted the Library's first Photographer in Residence Program. Artist Petrija Dos Santos launched her program at the Library's Annual Ontario Public Library Week celebration. She delivered 4 workshops attended by 50+ people.

- Welcomed well know author and journalist Doug Saunders to discuss his book, *Maximum Canada: Why 35 Million Canadians are Not Enough*, a bold vision for Canada's future.
- Hosted an evening about reconciliation. Joel Clements, a Richmond Hill documentary photographer screened and discussed his documentary film *The Weight of Your Heart: A Walk with Chanie Wenjack*. Conversation was further facilitated by Robert Ferreira of the Gord Downie and Chanie Wenjack Fund.
- Offered 6 local history and genealogy programs to 130+people
- **Reinforce our services with on-target, unique, curated medleys of content:**
 - Curated themed lists of recommendations of eBooks on OverDrive for the RHPL website
 - Reviewed, selected and ordered 10,714 print/audio-visual and electronic items for the Library's collections
 - Coordinated 151 topical displays across all 4 library branches, promoting awareness of the collection as well as arts and culture
 - Introduced PressReader, which gives customers access to thousands of magazines and newspapers through one app. PressReader includes more than 7,000 magazines and newspapers, in 60 + languages, from 120 countries, including *The Toronto Star*, *GQ*, *Popular Science*, *PC Gamer*, and many more.

4.4 Reinforce Our Capabilities

- **Provide staff with support and processes to confidently fulfill their role:**
 - Continued ongoing development, recruitment, hiring, onboarding and training of staff at all 4 sites
 - Completed researching, procuring and testing management application for staff mobile devices.

- Provided access to the library network for all administrative staff. This work improved communication and collaboration for all staff and achieved efficiencies
 - Implemented offline mode for circulation. This module creates efficiencies in workflow by providing circulation functionalities during service outages.
 - Hosted Staff Appreciation Reception to recognize staff service awards and retirees
 - Developed and provided selected staff with in-house leadership development training course
 - Provided CAMH Customer Service and De-escalation training workshops for all staff
- ***Enable staff to fully contribute to the realization of the Vision with training and development opportunities such as:***
 - Participated in Vulnerable Populations Roundtable event hosted by the Toronto Public Library
 - Attended Copyright Symposium hosted by the Ontario Library Association which focused on copyright for historical and local interest sources
 - Attended and presented at the Internet Librarian Conference that provides insights, strategies and best practices for library and information professionals interested in technology. Yunmi Hwang, Director of Technologies, presented a session on the implementation of digital information kiosk under the topic of Innovation & Reinvention
 - Attended TRH Creative Industries Symposium at RHCPA
 - Participated in the first York Region Dialogue on mental health, co-ordinated by the Krasman Centre, Seneca College Psychology Department and other local service organizations

- Participated in the Newcomer Youth Committee meeting at York Region Police (YRP) in Richmond Hill. YRP officers and guest speakers discussed gang related behaviours and warning signs of youth vulnerability
- ***Develop and implement other key guiding documents that underpin our strategies:***
 - Developed 2019 business plan and budget documents
 - Submitted data for the Town of Richmond Hill (TRH) Development Charges Background Study
 - Facilitated interim audit
 - Liaised with TRH on new automated financial processes (SAP)

5.0 Alignment with Strategic Plan

This report aligns with the strategic direction to *Reinforce Our Capabilities* that bring our programs and services to life. This summary demonstrates the activities undertaken to fulfill our role in strengthening connections, contributing vibrant spaces, enriching choices and reinforcing our capabilities.

6.0 Conclusion

The Strategic Plan describes how we will work with our Council, our community, and our residents to ensure the Library remains a vital and essential part of our changing community. We don't take our strategies lightly. Each year we target specific goals and implement the strategies into services. In the fourth quarter of 2018 staff continued to craft and refine services, programs and collections, reflecting the goals in the 2018 Business Plan to move us closer to our vision of a 21st century library.

Pre-Submission Review

Executive Leadership Team - Friday, February 15, 2019

Approved by:

“Signed version on file in the Administration Office”

Louise Procter Maio
Chief Executive Officer



Richmond Hill Public Library Board

**2018 ANNUAL USE INDICATORS AND FIVE YEAR
SNAPSHOT REPORT
SRLIB19.06**

Subject: 2018 Annual Use Indicators and Five Year Snapshot Report
From: Louise Procter Maio, Chief Executive Officer
Date: February 21, 2019

1.0 Recommendation

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

2.0 Purpose

To provide the Board with performance metrics annually and with a five year snapshot to track changes and developments for service development planning and to fulfill the annual reporting requirements of the Ministry of Tourism, Culture and Sport for public library boards.

3.0 Background

Richmond Hill Public Library has tracked various types of use indicators for many years. The types of use indicators evolve over time as the role of the library and the way it serves its community changes. Libraries are evolving from book

repositories to spaces for active learning and social engagement with access to information resources and technology services. Libraries provide a platform for learning, innovation and creativity. ¹

Some of the use indicators are selected and are maintained as they are required to meet the annual reporting requirements of the Ministry of Tourism, Culture and Sport. In order to receive the annual provincial operating grant, public libraries must submit an annual report in the form of a survey of prescribed use indicators and financial data. Some of the use indicators are tracked to observe the changes in Library use patterns and to develop services accordingly.

Attached is the annual summary of RHPL Use Indicators for 2018 and a five year snapshot from 2014 – 2018. Comparable figures are included, where such exist.

The Use Indicators serve two primary purposes:

- Tracking changes and developments in Library use patterns, for the purposes of planning for service development as well as collection development
- Fulfilling the annual reporting requirement of the Ministry of Tourism, Culture and Sport for public library boards

4.0 2018 Annual Use Indicators

Circulation

Circulation of print, audio visual and electronic collections continues to be stable with a 0.3% overall decrease from the previous year. Print materials remain popular, accounting for 59% of circulation and audio visual materials represent only 11% of circulation. As anticipated, use of resources continues to increase

¹ Garmer, Amy K., *Libraries in the Exponential Age: moving from the edge of Innovation to the centre of community* (Washington: The Aspen Institute, 2016), 2.0.

in electronic formats. Circulation of electronic materials (eBooks, eAudiobooks, downloadable music, magazines and movies) has increased dramatically in the past 6 years representing 30% of total circulation. This is in keeping with the consumption trends towards downloading and streaming. The Library's ability to meet the demands of the customers is impacted due to the USD exchange rate and the high prices charged to libraries by publishers of e-Content. Both factors affect the Library's buying power and leads to fewer titles in the electronic format for offer. The Library continues to look for electronic materials licensed for public libraries to meet the demands and to enrich choices. The Loanable devices have experienced a large increase in circulation mainly due to the implementation of the iPad lending kiosk at Central Library. The 3 hour in-library loan of iPads became available to customers in December 2016 and has been well received with 1,206 uses in 2018. Overall collection use will continue to be studied closely, notably with respect to use and industry trends, for resulting collection development needs.

Self-Check Service

The Library continues to transition its transactional service to self-service. This enables staff to engage with customers in meaningful ways and provide value-added service. Self-check-out kiosks are available in all branches and have been enhanced with a self-payment feature on kiosks at Central and the new Oak Ridges Libraries. This feature is targeted for roll-out to Richmond Green and Richvale in 2019. Self-check-in kiosks are available at Central and Richmond Green Library, and are expected to be introduced at the new Oak Ridges and Richvale Library in 2019.

Holds on materials

In 2018 the placement of holds increased by 4.1% compared to 2017. The Library is enriching choices for customers by providing the option to place holds on both physical and electronic items. The introduction of the new online catalogue interface in 2016 enabled customers to additionally place holds on new materials on order. The ability to place holds on physical and electronic materials,

both on-site and remotely, remains a popular service used frequently by customers.

Interlibrary loan transactions

Items “loaned” refers to material loaned to other libraries by RHPL for use by their users. Items “borrowed” refers to material borrowed from other libraries for use by RHPL members. Most interlibrary loan transactions result from requests for a specific item not owned by the requesting library. Richmond Hill Public Library lends more than it borrows, typical of a large library. The service continues to be a valuable public service.

Program sessions and attendance

More program sessions were delivered in 2018 compared to 2017 and the increased number of programs was received favourably by the community. In 2018, the Library offered an average of 316 programs and 5,559 attendees per month versus the 294 programs and 5,446 attendees per month in 2017. The Library continues to develop and realign both adult/teen and children’s programs to increase community engagement, offering programs in the Library and in the community. This is especially prevalent with respect to early childhood development opportunities, liaising with local schools, and with local agencies engaged in newcomer and vulnerable youth services. A major focus of the Library is to provide convenient, local access and training to new and emerging technologies through the Makerspace and STEAM programs.

Electronic services

Library metrics demonstrate the digital use of the library through its “virtual” branch. Website visits are a strong indication of public interest in self-service and interaction with the Library. This metric indicates visits to the library homepage, visits to the online catalogue as well as visits to other digital content sites for a combined total of 1,451,515 visits. The website acts as an effective marketing tool, promoting collections, programs and services as well as a virtual space and

service that is synergistic with the physical spaces. Website catalogue visits track customers' virtual visits to the library catalogue to place holds, renew items and check their library account. Visits to digital content sites track the number of sessions to discover electronic resources such as e-books, music, movies, articles, local history and e-learning databases. A look at website use overall is also significant, numbering over 4,649,075 page views in 2018.

Electronic Database Searches have remained robust. A review of databases is conducted regularly to ensure that the highly used, popular databases are maintained. The review also identifies lower performing databases which may require more promotion or may need to be replaced by other databases that meet customers' interests. Electronic databases are regularly marketed to promote awareness of authenticated and valid resources compared to ungoverned information found through a google search.

Public Workstation Usage remained relatively stable. During the first quarter, the Library experienced a few days of Internet connection service interruption which impacted use of the public computer workstations. The analysis of daily public workstation use demonstrates that there continues to be a strong demand for this service especially for those without computer access at home.

Wireless internet Usage has experienced an increase of 13.5% with 1,158,173 uses tracked as customers bring their multiple mobile devices to the Library. The Library increased the Internet bandwidth in the fourth quarter of 2017 to provide better connection to users. Providing enough bandwidth remains a challenge despite increasing bandwidth at all sites.

Accessibility Tools Usage reflects the number of uses of the Browsealoud and Magnus Card Deck. Browsealoud, an accessibility software with screen reading, translation tools, text magnifier and other features, is designed to assist customers with reading difficulties and is enabled on all RHPL digital platforms. Magnus Cards, a free digital app to assist with accessing library services, uses

pictures and text to provide step-by-step instructions for those with cognitive special needs. There were 23,038 uses of these services in 2018. Overall electronic use speaks to the need for robust and focused virtual services and technologies to meet the expanding needs and expectations of customers.

Community Connections

Total community connections experienced a healthy overall increase from 2017 to 2018, with gains primarily attributed to enhancements made to the organization's social media strategy. Following changes Facebook made to the platform's newsfeed algorithm in early 2018, the Library implemented a revised social media strategy. The result of the new strategy, which focused on reaching diverse audiences in new digital spaces, allowed the Library's social media impact to grow by 2.5% in 2018.

Bookings/events measure the Library's connection with the community through the use of space such as display cases, information booths, study halls, and participation in community events. This measure increased over 49% owing in part to the establishment of new displays that market our collection items, external organizations hosting additional information booths, and to library participation in a variety of new and recurring community and outreach events.

Interactions/ conversations decreased by 3.1% owing to the significant one-time event in 2017 – the solar eclipse. Excluding this event of 2,000 attendees in 2017, interactions increased 14.6% in 2018.

Typical Week Use

An estimate of this data is required to meet the annual reporting requirements of the Province. The "typical week" data is estimated through sampling and in-house surveys. From the data collected the numbers indicate that on average 19,312 people visited the four library locations in-person weekly, 29,244 electronic visits were made weekly and 13,323 social media visits transpired

weekly. Combined an estimated 3.2 million visits were made to the Library in 2018.

Library use is in transition as reasons for using the public library, both physically and virtually, continue to evolve. In order to capture changing use, the Ministry continues to develop and tweak “typical week” measures.

Active Cardholder

The number of active cardholders reflects a 16.8% increase. This measure now captures all active cards in the past two years.

5.0 Five Year Use Indicator Snapshot, 2014 - 2018

This snapshot of use indicators over the past five years has been provided in response to the Board’s interest in comparative data. It provides a fascinating look at how the Library’s role has changed dramatically over the past five years as library services re-align with public expectation and the Vision in the Strategic Plan.

Traditional measures such as circulation and cardholders are robust, however programming, electronic services, and community connections continue to grow. Customers’ use of the Library is expanding beyond the traditional uses of applying for a library card or checking out materials. For example, many customers use RHPL as “space”, as evidenced by the popularity of the extended study hall program, open wireless, work space, or library program attendance. Additionally the Library is more active in the community, striking partnerships with local agencies and organizations to better serve the community. That said over 1 million customers passed through our doors in 2018, demonstrating that the Library is a valued and engaging community institution. While not a direct correlation, it is also interesting to note that with a population of 217,200, there are around 67,500 residential households in Richmond Hill and there are 72,694 active cardholders.

6.0 Alignment with Strategic Plan

The 2018 Annual Use Indicators Report aligns with the strategic direction to *Enrich Your Choices* by reviewing our many services and programs and refining our offerings to deliver unique, meaningful choices. It also aligns with the same strategic direction by identifying and managing measures that allow us to track the value and impact of our programs and services for Richmond Hill.

7.0 Conclusion

Reasons for using the Library are more varied than ever before. Traditional measures such as library card membership or circulation of materials, while still strong indicatives, are no longer a definitive measure of this broad use. The expanding role of providing technology services expected in libraries today continue to impact usage and require new metrics so full library usage can be understood. Staff will continue to review the 2018 use indicators in greater detail, as a resource in planning and development of library services and collections.

8.0 Attachments

7.1 *RHPL 2018 Annual Use Indicators*, dated February 21, 2019

7.2 *Five Year Use Indicator Snapshot, 2014 – 2018*, dated February 21, 2019

Pre-Submission Review

Executive Leadership Team – Wednesday, February 13, 2019

Submitted by:

Approved by:

“Signed version on file in the Administration Office”

Yunmi Hwang
Director, Technologies

Louise Procter Maio
Chief Executive Officer

2018 Annual Use Indicators

MEASURE	CE 2018	OR 2018	RG 2018	RV 2018	Total 2018	Total 2017	% Variance
Circulation							
Print	743,855	157,885	211,489	119,720	1,232,949	1,234,313	-0.1%
Audio Visual	121,827	43,448	30,552	37,279	233,106	264,319	-11.8%
e-Materials	633,488				633,488	608,270	4.1%
Loadable Devices	1,250	2	12	12	1,276	1,269	0.6%
Total Circulation	1,500,420	201,335	242,053	157,011	2,100,819	2,108,171	-0.3%
Self-Check Service							
Self-Check Ins	323,460		63,706		387,166	374,072	3.5%
Self-Check Outs*	272,681	25,395	89,279	26,222	413,577	398,576	3.8%
<small>*Included in Total Circulation</small>							
Holds on Materials	138,613	19,862	21,894	13,257	193,626	185,992	4.1%
Interlibrary Loan Transactions							
Items Loaned by RHPL	3,493				3,493	3,312	5.5%
Items Borrowed by RHPL	784				784	821	-4.5%
Total ILLO	4,277				4,277	4,133	3.5%
Program Sessions							
Childrens	1,140	447	600	353	2,540	2,169	17.1%
Adult/Teen	591	63	591	9	1,254	1,364	-8.1%
Total Sessions	1,731	510	1,191	362	3,794	3,533	7.4%
Program Attendance							
Childrens	23,527	7,440	9,603	8,958	49,528	45,829	8.1%
Adult/Teen	8,520	432	8,122	103	17,177	19,525	-12.0%
Total Attendance	32,047	7,872	17,725	9,061	66,705	65,354	2.1%
Electronic Services							
Website Visits	1,451,515				1,451,515	1,443,826	0.5%
E Database Searches	237,024				237,024	244,330	-3.0%
Public Workstation Usage	95,265	14,979	31,978	12,909	155,131	155,267	-0.1%
Wireless Internet Usage	943,694	43,458	122,844	48,177	1,158,173	1,020,419	13.5%
Accessibility Tools	23,038				23,038	28,718	-19.8%
Total Electronic Services	2,750,536	58,437	154,822	61,086	3,024,881	2,892,560	4.6%
Community Connections							
Social Media	692,818				692,818	675,828	2.5%
Other Media	56				56	79	-29.1%
Bookings / Events	1,134	161	129	167	1,591	1,066	49.2%
Interactions / Connections	8,908	1,255	1,933	428	12,524	12,926	-3.1%
Total Connections	702,916	1,416	2,062	595	706,989	689,899	2.5%
Typical Week Use *Use data estimated through sampling in conjunction with the annual reporting requirement of the Ministry of Tourism, Culture Sport							
In-Person Visits	498,368	81,848	331,032	92,976	1,004,224	1,106,765	-9.3%
Electronic Visits	1,520,688				1,520,688	1,519,388	0.1%
Social Media Visits	692,818				692,818	675,390	2.6%
Electronic Info Resource Use	1,413,724	55,692	171,704	74,776	1,715,896	1,799,616	-4.7%
In-Library Materials Use	175,344	25,688	22,048	15,600	238,680	310,752	-23.2%
Reference Transactions	74,984	15,444	4,836	3,536	98,800	78,312	26.2%
Active Cardholders	50,132	8,693	8,725	5,144	72,694	62,224	16.8%
Population of RH					217,200	214,100	1.4%

as per TRH Finance

Five Year Use Indicators Snapshot, 2014 to 2018

MEASURE	Total 2014	Total 2015	Total 2016	Total 2017	Total 2018	Amt Variance 2014 vs. 2018	% Variance
Circulation							
Print	1,238,185	1,242,556	1,199,862	1,234,313	1,232,949	-5,236	0%
Audio Visual	537,630	417,900	332,396	264,319	233,106	-304,524	-57%
e-Materials	467,159	553,155	603,534	608,270	633,488	166,329	36%
Loanable Devices	220	162	214	1,269	1,276	1,056	480%
Total Circulation	2,243,194	2,213,773	2,136,006	2,108,171	2,100,819	-142,375	-6%
Self-Check Service							
Self-Check Ins		440,187	435,340	374,072	387,166	387,166	
Self-Check Outs*	455,321	472,792	437,635	398,576	413,577	-41,744	-9%
*Included in Total Circulation							
Holds on Materials	200,421	211,659	199,820	185,992	193,626	-6,795	-3%
Interlibrary Loan Transactions							
Items Loaned by RHPL	1,689	2,598	2,651	3,312	3,493	1,804	107%
Items Borrowed by RHPL	635	560	665	821	784	149	23%
Total ILLO	2,324	3,158	3,316	4,133	4,277	1,953	84%
Program Sessions							
Childrens	1,685	1,984	1,867	2,169	2,540	855	51%
Adult/Teen	960	1,159	1,304	1,364	1,254	294	31%
Total Sessions	2,645	3,143	3,171	3,533	3,794	1,149	43%
Program Attendance							
Childrens	28,667	40,338	39,298	45,829	49,528	20,861	73%
Adult/Teen	16,337	15,222	18,771	19,525	17,177	840	5%
Total Attendance	45,004	55,560	58,069	65,354	66,705	21,701	48%
Electronic Services							
Website Visits	1,998,146	2,087,584	1,902,270	1,443,826	1,451,515	-546,631	-27%
E Database Searches	95,764	125,179	216,831	244,330	237,024	141,260	148%
Public Workstation Usage	133,552	129,256	147,541	155,267	155,131	21,579	16%
Wireless Internet Usage	359,315	827,764	1,002,708	1,020,419	1,158,173	798,858	222%
Accessibility Tools				28,718	23,038	23,038	
Total Electronic Services	2,586,777	3,169,783	3,269,350	2,892,560	3,024,881	438,104	17%
Community Connections							
Social Media	2,525	25,815	459,124	675,828	692,818	690,293	27338%
Other Media	31	32	42	79	56	25	81%
Bookings / Events	1,165	799	999	1,066	1,591	426	37%
Interactions / Connections	10,761	11,656	11,558	12,926	12,524	1,763	16%
Total Connections	14,482	38,302	471,723	689,899	706,989	692,507	4782%
Typical Week Use *Use data estimated through sampling in conjunction with the annual reporting requirement of the Ministry of Tourism, Culture Sport							
In-Person Visits	989,600	1,219,150	1,302,288	1,106,765	1,004,224	14,624	1%
Electronic Visits	1,588,700	1,914,500	1,577,940	1,519,388	1,520,688	-68,012	-4%
Social Media Visits			584,480	675,390	692,818	692,818	
Electronic Info Resource Use	1,360,550	1,672,300	1,927,432	1,799,616	1,715,896	355,346	26%
In-Library Materials Use	411,400	320,700	288,028	310,752	238,680	-172,720	-42%
Reference Transactions	137,550	116,750	87,308	78,312	98,800	-38,750	-28%
Active Cardholders	61,651	56,948	55,059	62,224	72,694	11,043	18%
Population of RH as per TRH Finance	203,211	205,300	211,000	214,100	217,200	13,989	7%



Richmond Hill Public Library Board

**2019 FINAL RICHMOND HILL PUBLIC LIBRARY CAPITAL
BUDGET & FORECAST REPORT
SRLIB19.07**

Subject: 2019 FINAL Richmond Hill Public Library Capital Budget & Forecast
Report

From: Louise Procter Maio

Date: February 21, 2019

1.0 Recommendation

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

2.0 Background

As with all aspects of municipal budget development and review, the process and format for preparation of capital budgets are established by the Town of Richmond Hill. The primary elements are the current year budget, a business case for each current year project, and a capital forecast.

Once Council formally approves the capital budget, staff is in a position to recommend to the Board the final draft of the 2019 RHPL Capital Budget and Capital Forecast. Council concluded its review and approval process for the 2019 municipal Capital Budget and Capital Forecast on February 11, 2019.

2019 Capital Budget

The first draft of the 2019 Capital Budget was approved by the Library Board in September 2018. There have been no changes since that date.

Capital Forecast (2020 - 2028)

The second draft of the Capital Forecast 2020 – 2028 was approved by the Library Board in December 2018. There have been no changes since that date.

3.0 Alignment with the Strategic Plan

The 2019 Capital Budget and Capital Forecast align with the strategic directions to *Enrich Your Choices* by reviewing our many services and programs and making the best use of our resources, including budget as we add, divest and adjust customer offerings. The capital budget and forecast also align with the strategic direction to *Contribute Vibrant Spaces* by rethinking our physical spaces and developing virtual services. The capital budget and forecast additionally align with the strategic direction to *Reinforce Our Capabilities* by ensuring that as key guiding documents, it underpins our strategies.

4.0 Conclusion

Town of Richmond Hill Council approved the overall municipal capital budget on February 11, 2019 including the \$1,184,300 allocation as requested by the Library Board. The Final Draft Budget dated February 21, 2019 (attached) is recommended for approval.

5.0 Attachments

1.0 Final RHPL 2019 Capital Budget dated February 21, 2019

2.0 Final RHPL 2020 - 2028 Capital Forecast dated February 21, 2019

Pre-Submission Review

Executive Leadership Team – Friday, February 15, 2019

Prepared by:

Approved by:

“Signed version on file in the Administration Office”

Nusrat Ahmed
Manager, Business Services

Louise Procter Maio
Chief Executive Officer



**RICHMOND HILL PUBLIC LIBRARY
2019 CAPITAL BUDGET**

EXISTING CAPITAL PROJECTS	2019 Budget
<u>Furniture & Equipment</u>	
<u>Content</u>	
Digitization Software & Scanner	25,000
<u>Customer Experiences</u>	90,600
Presentation Equipment CE	25,000
Staff Furniture CE	8,500
Public Furniture & Equipment CE	10,000
Children's Area Refurbishment RG	27,100
Public Furniture RV	20,000
<u>Technologies</u>	366,200
RFID Peripherals Replacement (Scanner)	26,700
Self Payment Check-Out RG	20,000
Workstations & Peripherals	319,500
Total Furniture & Equipment:	481,800
Total Existing Capital Project	481,800
NEW CAPITAL PROJECTS	
<u>Furniture & Equipment</u>	
<u>Customer Experiences</u>	100,000
Browsery Furniture CE	12,000
Local History Room Scanner CE	25,000
Maker Space Equipment CE	25,000
Children's Early Learning Area Improvements CE	8,000
STEAM Technologies RV & RG	30,000
<u>Technologies</u>	267,000
iPad Kiosk RV & RG	52,000
Online Payment Module	15,000
Automated Material Handling Sortation System and Self Service Enhancement - RV	200,000
Sub-Total Furniture & Equipment:	367,000
<u>Content</u>	
Collection Development CO	335,500
Total New Capital Project	702,500
TOTAL CAPITAL EXPENDITURE	\$ 1,184,300
<u>Content</u>	
General Collection Development CO (expended through operating budget)	1,165,800
GRAND TOTAL	\$ 2,350,100

Richmond Hill Public Library Board
2019 Draft Capital Budget & Forecast

	2018 Approved Budget	2019 Capital Budget	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast
R&R						
Furniture & Equipment	246,500	481,800	611,900	707,300	817,700	945,200
Collection Development ¹	1,132,000	1,165,800	1,200,800	1,236,700	1,273,800	1,312,000
R&R Total	1,378,500	1,647,600	1,812,700	1,944,000	2,091,500	2,257,200
Growth						
Furniture & Equipment	405,000	367,000	212,300	218,700	225,300	232,100
Collection Development	325,700	335,500	345,600	356,000	366,700	377,700
Plans & Studies						
Strategic Plan			100,000			
Library Facilities Master Plan				100,000		
New RH Centre Library ²						
Feasibility Study					100,000	
Design & Contract Administration						850,000
Building Costs						
Collection Development						400,000
Central Library Expansion						
Civic Precinct - Central Library Expansion ³	866,000					107,000
Collection Development						
Richmond Green Library Expansion ²						
Feasibility Study						
Design & Contract Administration						
Building Costs						
Collection Development						
Growth Total	1,596,700	702,500	657,900	674,700	692,000	1,966,800
Sub Total	\$ 2,975,200	\$ 2,350,100	\$ 2,470,600	\$ 2,618,700	\$ 2,783,500	\$ 4,224,000
Salaries & Overhead Cost ⁴					8,200	78,474
Total	\$ 2,975,200	\$ 2,350,100	\$ 2,470,600	\$ 2,618,700	\$ 2,791,700	\$ 4,302,474

¹R&R Collection Development expended through Operating Budget

²As per the 2013 Library Facilities Master Plan

³Central Library Expansion as per Town of Richmond Hill Civic Precinct Project staff report (February 22, 2017)

⁴Town of Richmond Hill's project management & overhead fees for new and renovated facilities projects

Richmond Hill Public Library Board
2019 Draft Capital Budget & Forecast

	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2020 - 2028 Capital Forecast
R&R						
Furniture & Equipment	1,092,700	1,263,200	1,460,300	1,688,100	1,951,400	10,537,800
Collection Development ¹	1,351,400	1,392,000	1,433,800	1,476,800	1,521,100	12,198,400
R&R Total	2,444,100	2,655,200	2,894,100	3,164,900	3,472,500	22,736,200
Growth						
Furniture & Equipment	239,100	246,300	253,700	261,300	269,100	2,157,900
Collection Development	389,000	400,700	412,700	425,100	437,900	3,511,400
Plans & Studies						
Strategic Plan						100,000
Library Facilities Master Plan						100,000
New RH Centre Library ²						
Feasibility Study						100,000
Design & Contract Administration						850,000
Building Costs	7,996,000					7,996,000
Collection Development						400,000
Central Library Expansion						
Civic Precinct - Central Library Expansion ³	2,335,400	5,884,000	3,729,100	411,100		12,466,600
Collection Development	400,000					400,000
Richmond Green Library Expansion ²						
Feasibility Study			100,000			100,000
Design & Contract Administration				850,000		850,000
Building Costs					6,532,000	6,532,000
Collection Development				400,000		400,000
Growth Total	11,359,500	6,531,000	4,495,500	2,347,500	7,239,000	35,963,900
Sub Total	\$ 13,803,600	\$ 9,186,200	\$ 7,389,600	\$ 5,512,400	\$ 10,711,500	\$ 58,700,100
Salaries & Overhead Cost ⁴	847,175	482,488	313,986	103,410	535,624	2,369,357
Total	\$ 14,650,775	\$ 9,668,688	\$ 7,703,586	\$ 5,615,810	\$ 11,247,124	\$ 61,069,457

¹R&R Collection Development expended through Operating Budget

²As per the 2013 Library Facilities Master Plan

³Central Library Expansion as per Town of Richmond Hill Civic Precinct Project staff report

⁴Town of Richmond Hill's project management & overhead fees for new and renovated fac



Richmond Hill Public Library Board

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

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

From: Louise Procter Maio

Date: February 21, 2019

1.0 Recommendation

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

2.0 Background

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

When developing the 2019 Operating Budget, Library staff followed Council's directions to maintain existing service levels, include items consistent with the (Library) Strategic Plan that also provide for annualizations of prior year's

approved service enhancements and impacts from development growth, and minimize the tax rate impact.

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

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

3.0 Financial Stewardship

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

4.0 Consumer Price Index (CPI)

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

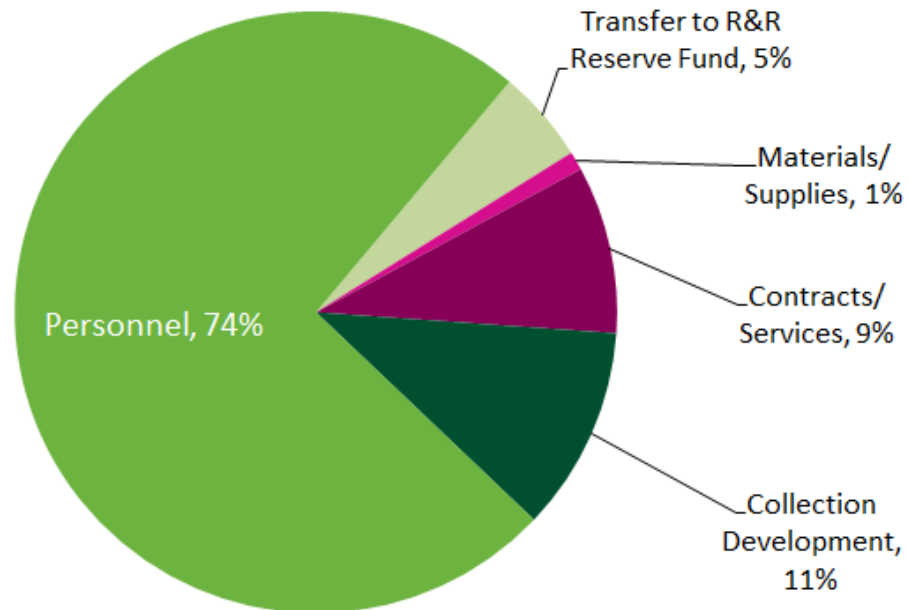
The Library's expenses do not parallel those included in the CPI. Staff previously hired and those whose salary is being annualized are not covered by a CPI adjustment. Also, the new Oak Ridges Library will replace the branch opened in the 1980's and will be 3 times the size in recognition of the growth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

adjustment that need to be included in the budget. Some vendor contractual costs required to maintain library services are not covered by a CPI adjustment.

5.0 Library Budget

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

Operating Expenditure Budget



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

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

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

6.0 **Budget Adjustment**

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

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

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

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

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

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

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

.2 Deleting new staff asks

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

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

.3 Reducing the transfer to the TRH Capital Reserve Fund

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

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

.4 Other deductions

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

7.0 Fundraising and Grant Opportunities

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

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

8.0 Conclusion

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

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

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

Pre-Submission Review

Executive Leadership Team – Thursday, February 21, 2019

Approved by:

“Signed version on file in the Administration Office”

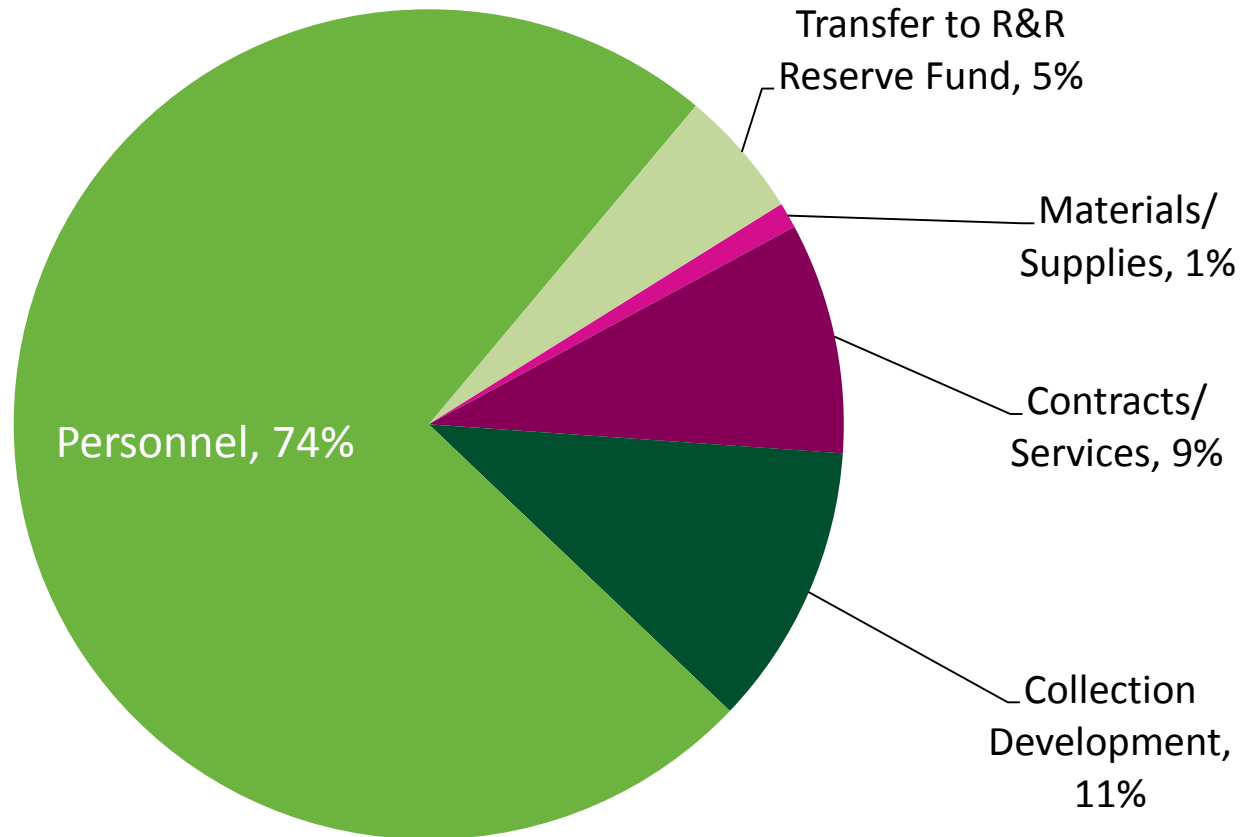
Louise Procter Maio
Chief Executive Officer



2019 DRAFT OPERATING BUDGET
RICHMOND HILL PUBLIC
LIBRARY BOARD

FEBRUARY 21, 2019

Operating Expenditure Budget



Budget Adjustment

**2019 Draft Operating Budget Increase
presented to BCW on Feb. 11, 2019**

\$ 533,800 5.9%

Impact:

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

**2019 Draft Operating Budget Increase
as per BCW recommendation**

\$ 217,100 2.4%