A Regular Meeting of

the Richmond Hill Public Library Board

will be held virtually at

https://zoom.us/j/92134339800?pwd=R0VOeFlhRVRBWVhIM0FjVDI0UDMzUT09

Tuesday, February 23, 2021

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 – January 26, 2021**

6.0   **Presentations**

    6.1   **Robin Fribance, Executive Manager, Experience & Strategy, RHPL**
         Robin Brown, Executive Vice-President, Dig Insights
         Patricia King, Vice-President Evaluation and Qualitative Research, Dig Insights

         Re: Strategic Plan Update and Customer Research

7.0   Reports

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

7.1   2021 Final Budget Report SRLIB21.08

7.2   2020 RHPL Community Report SRLIB21.09

7.3   Richmond Green and Richvale Library Materials Handling System Acquisition Report SRLIB21.10

8.0   New Business

9.0   Member Announcements

10.0   Date of Next Meeting

The next Meeting of the Library Board will be held on **Tuesday, April 27, 2021 at 5:00 pm** virtually zia ZOOM.

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

Tuesday, January 26, 2021

MINUTES

The Richmond Hill Public Library Board held its scheduled meeting on Tuesday, January 26, 2021 virtually using video-teleconferencing technology.

Present: Councillor Greg Beros, Chair

Stephen Chait

Regional and Local Councillor Joe Di Paola

Bram Kivenko

Councillor Tom Muench

Regional and Local Councillor Carmine Perrelli

Mahnaz Shahbazi

Rona Wang

Staff: Darren Solomon, Chief Executive Officer

Catherine Charles, Director, Collections and Program Development

Yunmi Hwang, Director, Branch Services

Robin Fribance, Executive Manager, Experience & Strategy

Greg Patterson, Manager, Central Library

Karen Wales, Manager, Customer Services

Susan Quinn, Executive Administration Coordinator

1.0   Call to Order

The Chair called the meeting to order at 5:07 p.m.

2.0 **Regrets**

Frank DiPede (made several attempts to connect but was unsuccessful due to technology issues)

3.0 **Adoption of Agenda**

Motion:
21:01

Moved By:
Councillor T. Muench

Seconded by:
Regional and Local Councillor C. Perrelli

THAT the Agenda of January 26, 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 – September 22, 2020**

Motion:
21:02

Moved By:
S. Chait

Seconded by:
B. Kivenko

THAT the Minutes of September 22, 2021 be adopted

CARRIED UNANIMOUSLY

6.0   Presentations

6.1   Melanie Dugard, Principal, Grant Thornton
Re: 2019 Audited Financial Statements

Motion:

21:03

Moved by:

S. Chait

Seconded by:

Regional and Local Councillor C. Perrelli

THAT the the presentation on the Richmond Hill Public Library 2018 Audited Financial Statements by Ms. Dugard be received for information.

CARRIED UNANIMOUSLY

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 Regional and Local Councillor C. Perrelli the Board consented to adopt all of the staff recommendations in items 7.1, 7.2, 7.3, 7.4, 7.6 and 7.7 without further discussion or motions. Item 7.5 was reviewed and discussed.

7.1 2019 Audited Financial Statement Report SRLIB21.01

Motion:

21:04

Moved by:

S. Chait

Seconded by:

Regional and Local Councillor C. Perrelli

That the 2019 Audited Financial Statements be approved; and

That the Board Chair and Chief Executive Officer be authorized to sign the Financial Statements; and

That the report from Grant Thornton regarding the Report to the Board of Directors: Audit Strategy and Results, for the year ended December 31, 2019, be received.

CARRIED UNANIMOUSLY

7.2 2020 Year-End Capital Account Closures Report SRLIB21.02

Motion:

21:05

Moved by:

S. Chait

Seconded by:

Regional and Local Councillor C. Perrelli

That the Library Board approve the closure of the following 5 capital projects and that all unexpended monies be returned to City Reserves:

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- o P/000285.01 – 2017 Intranet TE;
- o P/000419.01 – 2018 Local History Archival Software CO;
- o P/000420.01 – 2018 Collection Development CO;
- o P/000424.01 – 2018 Workstations & Peripherals TE;
- o P/000616.01 – 2019 Local History Room Scanner IS

CARRIED UNANIMOUSLY

7.3 RHPL Response to COVID-19 Report SRLIB21.03

Motion:

21:06

Moved by:

S. Chait

Seconded by:

Regional and Local Councillor C. Perrelli

That the RHPL Response to COVID-19 Report dated January 26, 2021 be received for information.

CARRIED UNANIMOUSLY

7.4 Strategic Planning Steering Committee Report SRLIB21.04

Motion:

21:07

Moved by:

S. Chait

Seconded by:

Regional and Local Councillor C. Perrelli

That the Richmond Hill Public Library Board form a Strategic Planning Steering Committee to guide and champion the Library's strategic planning process.

CARRIED UNANIMOUSLY

7.5 Customer Privacy Policy Update Report SRLIB21.05

Motion:

21:08

Moved by:

S. Chait

Seconded by:

Regional and Local Councillor J. Di Paola

That the Policy update be referred back to staff for additional information.

CARRIED UNANIMOUSLY

7.6 2020 Annual Health & Safety Policy and Program Report SRLIB21.06

Motion:

21:09

Moved by:

S. Chait

Seconded by:

Regional and Local Councillor C. Perrelli

That the 2020 Annual Health and Safety Program Report be received for information; and

That the Library Board receives the City of Richmond Hill's *Respect in the Workplace Policy* as the policy to supersede the Library's *Respect in the Workplace – Harassment & Violence Policy*.

CARRIED UNANIMOUSLY

7.7   2020 Annual Accessibility Policy and Program Report SRLIB21.07

Motion:

21:10

Moved by:

S. Chait

Seconded by:

Regional and Local Councillor C. Perrelli

That the 2020 Annual Accessibility Program Report be received; and

That the Library Board receive the City of Richmond Hill Accessibility Policy
as the policy to supersede the Richmond Hill Public Library Accessibility Policy.

CARRIED UNANIMOUSLY

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

8.1   Personal matters about an identifiable individual

Motion:

21:11

Moved By:

Regional and Local Councillor C. Perrelli

Seconded by:

Regional and Local Councillor J. Di Paola

THAT the Board move into Closed Session to consider personal matters about
an identifiable individual.

CARRIED UNANIMOUSLY

At 5:30 p.m. the Board moved into Closed Session.

9.0   Resolution to Reconvene in Open Session

Motion:

21:12

Moved By:

S. Chait

Seconded by:

Councillor T. Muench

That the Board reconvene into Open Session.

CARRIED UNANIMOUSLY

At 5:36 p.m. the Board returned to Open Session

10.0   Authorization for Trustee Absence

M. Shahbazi was absent from the regularly scheduled meetings of the Board for March, April, May, June and September 2020.

Motion:

21:13

Moved By:

Regional and Local Councillor C. Perrelli

Seconded by:

Regional and Local Councillor J. Di Paola

THAT the absences of M. Shahbazi for five consecutive months be authorized as required by section 13(c) of the Public Libraries Act.

CARRIED UNANIMOUSLY

11.0 <u>Member Announcements</u>

Regional and Local Councillor J. Di Paola congratulated RHPL staff on their 2021 Budget that was in line with the City's target operating budget increase. Councillor T. Muench also thanked RHPL staff and fellow board members on the 2021 Budget.

12.0 <u>Date of Next Meeting</u>

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

Tuesday, February 23, 2021 at 5:00 p.m. virtually using video-teleconferencing technology**.**

13.0 <u>Adjournment</u>

Motion:

21:14

Moved By:

Councillor T. Muench

Seconded by:

Regional and Local Councillor C. Perrelli

THAT the meeting be adjourned at 6:02 p.m.

CARRIED UNANIMOUSLY

Respectfully submitted,

"Signed version on file in the Administration Offices"

Councillor Greg Beros   Darren Solomon

Chair   Chief Executive Officer

Richmond Hill Public Library Board

FINAL 2021 BUDGET REPORT
SRLIB21.08

Subject: Final 2021 Budget

From: Darren Solomon, Chief Executive Officer

Date: February 23, 2021

1.0   Recommendation

That RHPL's Final 2021 Budget be approved.

2.0   Background

On February 10, 2021 Council concluded its review and approval process for the 2021 municipal budget, formally adopting the City's 2021 Operating Budget.

As part of the budget adoption, Council approved the requested 2021 RHPL Operating Budget as recommended by the Library Board, with no changes.

As noted in earlier staff reports, once Council formally approved the budget, inclusive of the total funds allocated to the Library Board, Library staff is in a position to recommend to the Board the final 2021 RHPL Operating Budget.

3.0   Conclusion

Now that Council has concluded its review and approval process for the 2021 municipal budget, including total funds allocated to the Library Board, staff is

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recommending the Board approve the Library's final 2021 Operating Budget, which it had recommended for approval to Council, so that staff can begin to implement its plans.

4.0   <u>Attachments</u>

1.0   City of Richmond Hill – RHPL 2021 Final Budget

Prepared by Susan Quinn, Executive Administration Coordinator

Approved by:

"Signed version on file in the Administration Office"

Darren Solomon
Chief Executive Officer

2021 Richmond Hill Public Library

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.
  - o Circulation usage increases from Q2 2019 to Q2 2020 include:
    - eBooks +101%
    - eAudiobooks +30%
    - Digital Magazines +42%
    - Gale Resources 118%
  - o Launched Niche Academy in June with its tutorials being accessed 1,832 times
  - o 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 STEAM-coding.
  - o Launched virtual Summer Reading Club.
  - o Increased emphasis placed on ensuring easy discovery of and access to our digital collection through increased promotion, publicity, and website content.
  - o 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.
  - o 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 *(what we're seeing)*	Implications *(what it means)*	2021 Key Initiatives *(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 *(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

Richmond Hill Public Library
2021 Final Budget

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 the original operating budget strategy guidance from the City of Richmond Hill. Some key bridge notes from the 2021 budget include:

Richmond Hill Public Library
2021 Final Budget

	2019 Actuals	Preliminary Actuals 30-Nov-20	2020 Approved BUDGET	2021 Draft BUDGET	Variance (Favourable) / Unfavourable	
Expenditures						
Personnel	$ 7,851,262	$ 5,127,630	$ 7,209,200	$ 6,864,500	$ (344,700)	
Collection Development	1,245,655	659,610	628,200	624,300	(3,900)	
Contracts/Services	946,285	539,081	1,052,100	1,352,800	300,700	
Materials/Supplies	119,194	323,010	131,000	145,900	14,900	
Transfer to Library Reserve	450,000	-	-	-	-	
Transfer to R&R Reserve Fund	538,688	483,450	527,400	300,000	(227,400)	
Total Expenditures	**11,151,082**	**7,132,780**	**9,547,900**	**9,287,500**	**(260,400)**	**(2.7%)**
Revenues						
Provincial/Other Grants	(122,199)	(122,199)	(122,200)	(122,200)	-	
Library Generated Revenue	(265,595)	(71,062)	(338,700)	(200,100)	138,600	
YRDSB Funding	(284,500)	(303,900)	(301,500)	(310,400)	(8,900)	
Transfer from Library Reserve	(45,700)	-	(450,000)	(277,300)	172,700	
Transfer from R&R Reserve Fund	(1,165,800)	(550,000)	(600,000)	(600,000)	-	
Total Revenues	**$ (1,883,794)**	**$ (1,047,161)**	**$ (1,812,400)**	**$ (1,510,000)**	**$ 302,400**	**(16.7%)**
Net Budget	**$ 9,267,289**	**$ 6,085,620**	**$ 7,735,500**	**$ 7,777,500**	**$ 42,000**	**0.5%**

	2020 Approved Budget	Base	Legislated	Growth / Service Enhancements	2021 Draft Budget
Expenditures					
Personnel	$ 7,209,200	$ (344,700)	$ -	$ -	$ 6,864,500
Collection Development	628,200	(3,900)	-	-	624,300
Contracts/Services	1,052,100	300,700	-	-	1,352,800
Materials/Supplies	131,000	14,900	-	-	145,900
Transfer to Library Reserve	-	-	-	-	-
Transfer to R&R Reserve Fund	527,400	(227,400)	-	-	300,000
Total Expenditures	**9,547,900**	**(260,400)**	**-**	**-**	**9,287,500**
Revenues					
Provincial/Other Grants	(122,200)	-	-	-	(122,200)
Library Generated Revenue	(338,700)	138,600	-	-	(200,100)
YRDSB Funding	(301,500)	(8,900)	-	-	(310,400)
Transfer from Library Reserve	(450,000)	172,700	-	-	(277,300)
Transfer from R&R Reserve Fund	(600,000)	-	-	-	(600,000)
Total Revenues	**$ (1,812,400)**	**$ 302,400**	**$ -**	**$ -**	**$ (1,510,000)**
Net Budget	**$ 7,735,500**	**$ 42,000**	**$ -**	**$ -**	**$ 7,777,500**

- 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 Development 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.

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.

Richmond Hill Public Library Board

2020 RICHMOND HILL PUBLIC LIBRARY COMMUNITY REPORT
SRLIB21.09

Subject: 2020 Richmond Hill Public Library Community Report

From: Annesha Hutchinson, Manager, Communications

Date: February 23, 2021

1.   Recommendation

That the *2020 Richmond Hill Public Library Community Report* be received as information.

2.   Purpose

To provide the residents of Richmond Hill with highlights of our annual activities and initiatives through an annual Community Report.

3.   Background

An organization typically communicates a summary of its key annual activities and performance to the public in the form of an annual report.

In the past, the Library has typically released its annual report in April, but with some efficiencies we are prepared to release the *2020 Richmond Hill Public Library Community Report* earlier than usual.

This year's report focuses on the innovation and dedication of staff to our community during the challenging times caused by COVID-19.

4. **Next Steps**

Following Library Board approval of the *2020 Richmond Hill Public Library Community Report*, the report will be released to the community and promoted through our website, social media channels and publicity. The document will remain on our website as an accessible digital document.

5. **Conclusion**

The *2020 Richmond Hill Public Library Community Report* focuses on the Library's operational pivots and value delivered during COVID-19. The report is attached and ready for release to the public.

6. **Attachments**

   1.   *2020 Richmond Hill Public Library Community Report*

Prepared by: Approved by:

"Signed version on file in the Administration Office"

Annesha Hutchinson   Darren Solomon
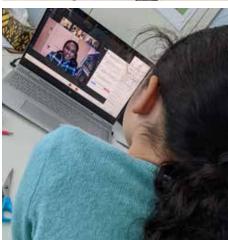Manager, Communications   Chief Executive Officer

2020
Community Report

We are proud to be your library.

Now more than ever, we're here for you. When you need to solve a problem, make a decision, learn, read, enjoy or explore an issue, we integrate the sources with the expertise to help you to build your life and build your community.

RICHMOND HILL PUBLIC Library

MESSAGE FROM THE
Board Chair & CEO

2020 was not an easy year for any of us. As the realities of COVID-19 set in, we all had to innovate and adapt in almost every part of our lives. Richmond Hill Public Library was no different. The pandemic prevented us from engaging with our community in the ways we were used to, and forced us to find new ways to support our old friends and our new ones.

Almost everything we did shifted to digital. People who used to browse through our stacks turned to our online catalogue and eResources; we launched online reservations for convenient curbside pickups; our expert librarians launched a Virtual Reference Desk; and our programming team created a wide variety of live and on-demand video programs, including children's storytimes, chess classes, coding lessons, and small business consulting. We also kept evolving and growing our value to the community. Among other things, we created take-home learning and STEAM Kits, launched our first video game collection and expanded our digital resources to keep up with new demand.

The world has changed and our collective experiences this year will have a lasting impact. Our amazing team at RHPL deserves a special shout out for going above and beyond to ensure our community's needs were met. As a critical and central pillar of our community, we promise to continue to evolve with you, and to continually reimagine the best customer experience possible for you.

On behalf of the RHPL Board and entire staff team, we'd like to thank you for continuing to use Richmond Hill Public Library. Your support and feedback fuels our motivation to create and deliver innovative and relevant services every day.

Stay safe and see you soon.

Greg Beros, RHPL Board Chair
Darren Solomon, RHPL Chief Executive Officer

SHIFTING TO
digital.

IN THIS PHOTO: Leah, Community Services Librarian, uses our Virtual Reference Desk to show Meghan, age 7, how to program a Blue-Bot.

On March 14, COVID-19 forced our branches to close for five months. We recognized the needs of our community and quickly pivoted our focus to digital, expanding and adjusting our online collection and offering a variety of new virtual programs and services.

- We launched our first-ever digital library card in March, welcoming over 2,000 digital cardholders for the 2020 year.
- Despite being closed for a large part of the year, our combined circulation fell only 24% when compared to 2019. We saw eBook usage skyrocket with a 72% increase in downloads.
- We held virtual board meetings, launched a digital version of our TD Summer Reading Club for kids and created an Adult Summer Reading Club.
- We launched our Virtual Reference Desk that allowed people to connect directly with our librarians through video for book recommendations, research, and other library needs.
- On average, we answered over 200 customer inquiries per month through email and video alone.

stats on digital use

OUR MOST USED DIGITAL RESOURCES

	2019	2020
CHECKOUTS		
eBooks	147,314	254,280
eAudioBooks	35,139	45,119
ePeriodicals	67,938	124,267
VIDEO VIEWS		
Lynda.com	47,432	64,671
USAGE/SESSIONS		
Bookflix	973	7,592
Trueflix	423	4,293
Scienceflix	857	2,043

REDEFINING **branch** SERVICES.

IN THIS PHOTO: Mackenzie, Interim Manager, Oak Ridges Library, safely provides a customer with their holds through curbside pickup at Central Library.

Our team launched new ways to provide valued services for our community while also prioritizing the safety of both our staff and customers. We continue to be a welcoming community space that allows you the opportunity to think, grow and engage.

we're social.

With our doors closed, staff found creative new ways to connect with our community. This included the use of affordable Facebook, Instagram and Google Ads, regular updates on our social media pages, and various email marketing campaigns.

Our total social media interactions (reach, likes, shares, gcomments), increased from 679,955 in 2019 to 810,949 in 2020.

- In February, we celebrated our highly anticipated, brand new Oak Ridges Library with a grand opening celebration attended by over 900 community members.
- We reached out. We called over 13,300 customers while York Region was under lockdown, letting them know we were there for them and how we can help. Through these calls, we were able to welcome back 4,133 lapsed members.
- In July, we launched our first-ever curbside pickup service at Central Library, with 13,427 items checked out and 2,942 customers served.
- As a courtesy to our cardholders, we automatically renewed all expiring cards until the end of 2021, allowing our customers to continue using our services from the safety of their homes.
- We waived fines on overdue items to reduce financial burden on our community in economically trying times.

INNOVATIVE
programs.

From book clubs to craft tutorials, staff transformed an array of in-person programs into virtual formats that could be enjoyed in homes, daycares and classrooms.

- We provided hands-on learning opportunities through lendable STEAM Kits, which explored topics like coding, robotics and math.
- We held over 550 online programs through Zoom (282), Facebook Live (53) and pre-recorded videos on YouTube (221).
- We handed out over 40 summer reading outreach kits to the Richmond Hill Food Bank and our local Salvation Army, and donated seven boxes of Young Adult books to 360° Kids York Region.
- We loaned our 3D printers to The STEAM Project, who used them to print PPE for frontline workers.
- Our librarians continued to support research through virtual visits to high school and elementary classrooms.

your favourite programs

ZOOM (LIVE)
1. Eaton Hall
2. Creative Writing
3. Code a Digital Art Masterpiece
4. Game On! Code a Classic Game
5. Culture Days: Taiwanese Puppets

PRE-RECORDED
1. Build a Bridge to Save a Gingerbread Man
2. Watercolour Workout
3. Musical Storytime
4. Celebrate Canada Day
5. Spooktacular Crafts

IN THIS PHOTO: Lights, camera, action! Sharon, Library Assistant, provides our littlest customers with a pre-recorded Family Storytime program that they can access from home.

2020 Library Board

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Councillor Greg Beros

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Stephen Chait

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Regional and Local Councillor Carmine Perrelli

Mahnaz Shahbazi

Rona Wang

Richmond Hill Public Library Board

RICHMOND GREEN AND RICHVALE LIBRARY MATERIALS HANDLING SYSTEM ACQUISITION REPORT
SRLIB21.10

Subject: Non-competitive Acquisition, Materials Handling Sortation System for Richmond Green and Richvale Library

From: Yunmi Hwang, Director, Branch Services

Date: February 23, 2021

1.0 Recommendation

That the Library Board approves the non-competitive acquisition of material handling sortation systems and related installation services for Richmond Green and Richvale Library.

2.0 Purpose

To seek Board approval for a non-competitive acquisition greater than $100,000 for the provision of automated materials handling sortation systems for the Richmond Green and Richvale Libraries respectively from the vendor *Bibliotheca Inc.* pursuant to sections 7.4 and 9.1 (g) and (j) of the Procurement Policy as quoted in section 4.0.

3.0 <u>Background</u>

Automated materials handling sortation systems were installed at Central and Oak Ridges Library by *Bibliotheca* in the years 2017 and 2019 respectively, and a capital budget for similar systems was approved by the Library Board in 2018 and 2019 for Richmond Green and Richvale Library.

The projects will install automated materials handling sortation units at Richmond Green and Richvale Library by the same vendor that previously installed sortation systems at Central and Oak Ridges Library. Moving forward with the same vendor will provide a standardized and consistent hardware and technology solution across the four library sites and establish a single point of contact for support, amongst other benefits.

4.0 <u>Rationale for Non-Competitive Acquisition</u>

In order to arrive at a recommendation for non-competitive acquisition, Library Staff consulted with our City partners in the IT division for their expertise, analysis and recommendation.

After research it was determined that it would be best suited to procure the system and services of *Bibliotheca* Inc. for both Richmond Green and Richvale Library, since both Central and Oak Ridges Library have the sorter installed and supported by *Bibliotheca*. Rationale includes:

4.1 Standardization

City of Richmond Hill and Richmond Hill Public Library have always championed standardization of systems and processes as it provides consistency across all aspects of implementation and ongoing maintenance, ranging from procurement through to support. Proceeding with a competitive process with the potential of acquiring and introducing a different system could negatively affect the consistency within the Enterprise Architecture.

4.2   Skill Set

Staff is well equipped and trained to troubleshoot our current automated materials handling sortation systems installed at Central and Oak Ridges Library. Procuring another system would require training Library and IT staff on the new system. Not only is there a learning curve for the City's IT and Library staff, but also the need to ensure that staff can learn those skills on a timely manner due to the workload they are already managing.

4.3   Integration with Existing Systems

The current *Bibliotheca* system has already been integrated seamlessly with the Library's current Integrated Library System (ILS) provided by *SirsiDynix*. Opting for a different system adds new integration points and increases the risk for another point of failure.

4.4   Timelines

Engaging in a competitive process would also cause the project to be delayed as it involves planning, assessing and testing potential new solutions, along with the domino effect of implementation delays that ensues. IT and Library staff already have an established and validated blueprint to move forward immediately with the same solution currently in place at Central and Oak Ridges Library, which will reduce the time to deploy the solution and remove unknown factors that could add complexity and risk to timelines.

4.5   Risk/Security

Staff from the City's IT division have already approved the security system provided by *Bibliotheca* as it adheres to the City's IT security standards. It would be prudent to continue with *Bibliotheca* as staff are already familiar with the process, design and architecture of the system. Selecting another system would increase the risks in terms of project deliverables, security, design, integration, standard etc. for the City of Richmond Hill and Richmond Hill Public Library.

In accordance with the Procurement Policy, section 7.4, any request for goods and services exceeding $100,000 shall be authorized by the Board after having issued a tender or public request for proposal. However, the Board may by resolution waive such procedure as being in the best interest of the Library.

Engaging in a non-competitive procurement for this project is appropriate because the following conditions from the Procurement Policy are applicable.

Under *RHPL Procurement Policy, 9.1 Non-competitive Procurement Processes:*

> *(g) Where the Library is acquiring specialized equipment to add to its current inventory or replacement unit of an existing system, in which case the supply sources may be identified based on technical specifications prepared by Library employees;*

> *(j) Where it is necessary or in the best interest of the Library to acquire non-standard items, or consulting and professional services from a preferred supplier or from a supplier who has a proven track record with the Library, in terms of pricing, quality, and service;*

The *Bibliotheca* library materials handling sortation system integrates with the Library's existing systems such as self-service kiosks, inventory devices, security gates and RFID tags. *Bibliotheca* has a proven track record with the Library in terms of pricing, quality and service. It would not be practical or prudent for the Library to change vendors for a library materials handling system alone, which would result in all existing integrated systems needing to be reviewed for compatibility, risk, training, and other factors.

5.0   **Financial Implications**

The cost of the Richmond Green Library sortation system is estimated at around $180,000. This cost is within the approved 2018 capital budget.

The cost of the Richvale Library sortation system is estimated at around $120,000. This cost is within the approved 2019 capital budget.

6.0   Conclusion

It is in the best interest of the Library to continue the existing vendor relationship with *Bibliotheca*, because this vendor's material handling sortation system meets all technical specifications required to integrate with all existing systems and accommodate standardization across all sites; it also meets all operational requirements as the current systems that have been implemented have performed as needed and expected.

City and Library Staff have carefully assessed the possibilities of going with a competitive process versus moving forward with a non-competitive acquisition. Introducing another technology that performs the same operational tasks, without any significant benefit, will result in consistent and ongoing inefficiencies. Staff recommend to proceed with the non-competitive acquisition as the benefits outweigh the risks of conducting a competitive process due to several unknown factors and points of failure/delays, as previously mentioned under Section 4.

Having the same materials handling solution across all four Richmond Hill Public Library sites will bring efficiencies to processes and ensure the Library's standards are maintained in providing best customer service to Library patrons and residents alike.

Staff recommend that the competitive procurement process for the acquisition of the automated library materials handling sorting units for the two Libraries be waived and that staff manage the non-competitive procurement process on behalf of the Library.

Pre-Submission Review

Executive Leadership Team – Feb 19, 2021
Vishal Narula, CRH IT Manager, Fire & Library – Feb 19, 2021

Irene Kiourdi, CRH Procurement Management Advisor – Feb 18, 2021

Submitted by: Approved by:

"Signed version on file in the Administration Office"

Yunmi Hwang   Darren Solomon
Director, Branch Services   Chief Executive Officer