RICHMOND HILL PUBLIC
Library

A Special Meeting of

the Richmond Hill Public Library Board

will be held virtually at

https://us06web.zoom.us/j/6743941674?pwd=cElEd3pVR0hqTnNGdFlRcWp2S
mNYZz09 Friday, August 13, 2021

at 4:00 pm

AGENDA

1.0 **Call to Order**

2.0 **Regrets**

Stephen Chait

3.0 **Adoption of Agenda**

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

5.0 **Minutes**

    5.1 **Library Board Minutes – June 22, 2021**

6.0 **Presentations**

7.0 **Reports**

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

7.1   2022 Capital Budget Report SRLIB21.19

8.0   New Business

9.0   Member Announcements

10.0   Date of Next Meetings

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

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

virtually using video-teleconferencing technology.

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

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

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, June 22, 2021

MINUTES

The Richmond Hill Public Library Board held its scheduled meeting on Tuesday, June 22, 2021 virtually using video-teleconferencing technology.

Present: Councillor Greg Beros, Chair

Stephen Chait

Frank DiPede

Regional and Local Councillor Joe DiPaola

Bram Kivenko

Councillor Tom Muench

Mahnaz Shahbazi

Staff: Darren Solomon, Chief Executive Officer

Catherine Charles, Director, Collections and Program Development

Yunmi Hwang, Director, Branch Services

Robin Fribance, Executive Manager, Experience & Strategy

Karen Wales, Manager, Customer Service

Susan Quinn, Executive Administration Coordinator

1.0   Call to Order

The Chair called the meeting to order at 5:00 p.m.

2.0   Regrets

Rona Wang

Regional and Local Councillor Carmine Perrelli

3.0   Adoption of Agenda

Motion:

21:40

Moved By:

S. Chait

Seconded by:

F. DiPede

THAT the Agenda of June 22, 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 – May 25, 2021

Motion:

21:41

Moved By:

B. Kivenko

Seconded by:

S. Chait

THAT the Minutes of May 25, 2021 be adopted

CARRIED UNANIMOUSLY

5:05 p.m. – Regional and Local Councillor J. DiPaola arrived to the meeting.

5:07 p.m. – Councillor T. Muench arrived to the meeting.

6.0   **Presentations**

    6.1   **Robin Fribance, Executive Manager, Experience & Strategy**

       Re: Strategic Plan Update

    Motion:

    21:42

    Moved by:

    Regional and Local Councillor J. DiPaola

    Seconded by:

    S. Chait

    THAT the presentation on Strategic Plan Update be received for information.

    CARRIED UNANIMOUSLY

    6.2   **Yunmi Hwang, Director, Branch Services**

       Re: Reopening Update

    Motion:

    21:43

    Moved by:

    S. Chait

    Seconded by:

    F. DiPede

THAT the presentation on Reopening Update 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 Councillor T. Muench, seconded by M. Shahbazi the Board consented to adopt all of the staff recommendations in items 7.1, 7.2 and 7.3 without further discussion or motions.

7.1   2020 Year-End Audited Financial Statements Report SRLIB21.16

Motion:
21:44

Moved by:
Councillor T. Muench

Seconded by:
M. Shahbazi

THAT the Library Board approve the 2020 Audited Financial Statements and authorize the Board Chair and Chief Executive Officer to sign the Financial Statements; and

THAT the Library Board receive the Grant Thornton Report to the Board of Directors: Audit Strategy and Results, for the year ended December 31, 2020.

CARRIED UNANIMOUSLY

7.2   Circulation Policy Update Report SRLIB21.17

Motion:

21:45

Moved by:

Councillor T. Muench

Seconded by:

M. Shahbazi

THAT the Library Board approve the Circulation Policy, as amended, effective immediately and to be implemented once internal processes are in place.

CARRIED UNANIMOUSLY

7.3   Fine-Free Recommendation Report SRLIB21.18

Motion:

21:46

Moved by:

Councillor T. Muench

Seconded by:

M. Shahbazi

THAT the Library Board approve the removal of late fines permanently for all materials, effective immediately.

CARRIED UNANIMOUSLY

8.0   New Business

None

9.0   Member Announcements

None

10.0   Date of Next Meetings

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

Friday, August 13, 2021 @ 4 p.m.

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

virtually using video-teleconferencing technology.

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

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

11.0   Adjournment

Motion:

21:47

Moved By:

M. Shahbazi

Seconded by:

S. Chait

THAT the meeting be adjourned at 5:20 p.m.

CARRIED UNANIMOUSLY

Respectfully submitted,

"Signed version on file in the Administration Offices"

Councillor Greg Beros   Darren Solomon

Chair   Chief Executive Officer

Report Subject: 2022 RHPL Capital Budget

Report For: Approval

Meeting Date: August 13, 2021

Staff Report #: SRLIB21.19

To: Richmond Hill Public Library Board

From: Darren Solomon, Chief Executive Officer

SUMMARY

Heading into 2022, the City has shifted its annual budgeting process to run earlier than in the past. Running concurrent to this process is RHPL's strategic planning initiative, which is nearing finalization. We purposefully mapped out our strategic planning timeline to try to converge with budgeting deadlines, in order to develop the most informed Capital and Operating budgets as possible. As such, our Operating budget will be presented to the Board in early September, while today's meeting will focus on our 2022 Capital requests which factored-in the following considerations:

1. A New Vision for RHPL
2. Cap on Tax-Funded Capital Projects
3. Operational Feasibility to Execute
4. Technology Gaps

Our requests were developed in a coordinated way to bring our strategic plan to life, with the primary focus of our 2022 work being building the right foundations to enable implementation. At this point, under the City's new risk-based budgeting process for tax-funded capital projects, there are some Library projects that may not qualify for funding due to their risk ranking, but their work is ongoing.

SRLIB21.19   *PAGE 1 OF 8*

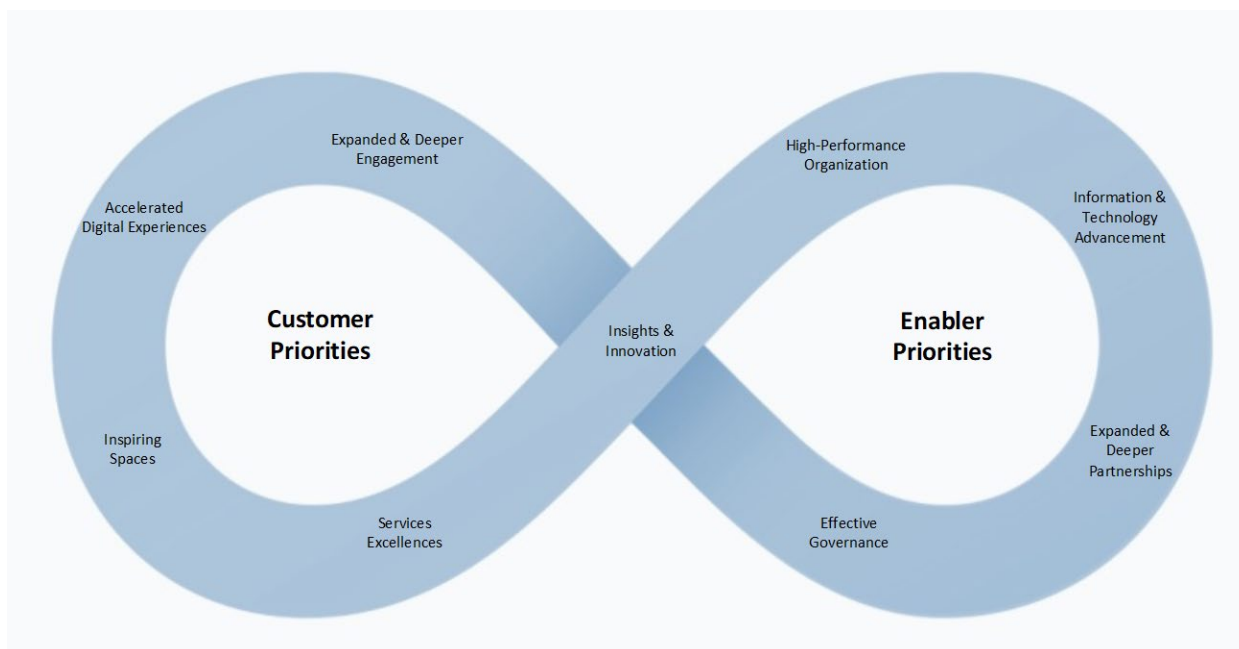## RECOMMENDATION

That the Richmond Hill Public Library Board:

1. Approve RHPL's 2022 Capital Budget requests so they may be moved to the City for funding consideration.

RATIONALE

In building the 2022 RHPL Capital Budget, we were guided by four key considerations:

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

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

   - **Vision –** "We're valued for our world-class library experiences that motivate you to confidently adapt and thrive in a world of change, and enhance Richmond Hill as a place to live, visit and do business."

   - **Mission –** "We offer knowledge, experiences and resources that enable you to grow the capabilities you need to respond to personal, local, national and global challenges, trends and interests."

- **Priorities** – The graphic below shows our two strategic paths – the front-end customer priorities and the back-end enablers, which work together and drive each other.

Expanded & Deeper Engagement

Accelerated Digital Experiences

Customer Priorities

Insights & Innovation

Inspiring Spaces

Services Excellences

High-Performance Organization

Information & Technology Advancement

Enabler Priorities

Expanded & Deeper Partnerships

Effective Governance

The first year of our strategic roadmap (2022), which is in development, has been identified as a transition year that's focused on the building blocks – that is, the foundational capabilities and capacities required to trigger the rest of the plan and meet the expectations we are setting out.

2. **Cap on Tax-Funded Capital Projects** – Building off Council's goal of a 0% tax rate increase in 2022, the City is targeting a corporate-wide cap of $16m on tax-funded capital projects. There are a lot of Library initiatives that require funding to move RHPL towards its new strategic goals but we recognize that there are always competing requests, which become more pronounced in a constrained year. Given that tension, we are working creatively to minimize incrementality to the 2022 Operating budget and maximize our opportunity to move forward on some of our core strategic initiatives through Capital budgeting; and we continue to work closely with the City's Finance team throughout towards that end.

3. **Operational Feasibility** – We recognize that we have many needs, but we equally recognize that we can't do them all at once. We considered our internal capacity, capabilities and our dependencies, and then we made strategic choices to focus our Capital requests on the projects that we feel we can realistically get done rather than stacking projects that may run for years and become outdated. Additionally, we have coordinated our requests so that our 2022 Capital work will then inform our 2023 strategy and budget requests.

4. **Technology Gaps –** After working through details in 2020, 2021 was the first full year of implementation for the Library to share City IT services. They spent much of the year discovering, auditing and assessing the Library's technology infrastructure, software, practices and processes. While our strategic plan calls for technology and data modernization and transformation, the City IT team has determined that many of the underpinnings of the Library are below base requirements and need to be brought up to the City's operating standards. Some of these areas include aging legacy IT and infrastructure, creating the ability for integration and scalability, improved program and service delivery, and better management of security and privacy. City IT believes our current state will hinder the Library from becoming a customer-oriented organization that delivers programs and services in simple, modern and effective ways.

City Capital Budget Process

Library-related capital funding requests come from two main sources: (1) the Library Administration; or (2) each of the City's shared service areas that contribute to the Library. To be aligned with City processes, once approved by the Library Board, Library related IT projects will be requested through the City's Corporate & Financial Services Department (IT Division) and Library infrastructure related projects will go through the City's Planning & Infrastructure Department (Infrastructure & Engineering Division) as the City owns and manages the Library's buildings.

Generally, R&R capital projects are tax-supported, while Growth projects are funded through development charges and other funding sources.

For 2022, the City Finance and Corporate Asset Management teams are using risk assessment scoring as the basis of their new process to rank and filter which projects across the City get approved for tax-supported funding, which is capped at $16m. Currently, projects with a risk score of 2.0 or higher fall within the tax-supported funding cap of $16m for capital budget consideration, although this is subject to change as the process continues and alternative funding sources for projects are being explored.

Growth initiatives through development charges have dedicated funding and so they do not compete against each other for funding and do not face the same funding constraints as tax-supported capital projects.

The Library's projects fall into both of these financing categories, as you will see below.

Project Summary

Information on the 2022 Capital requests related to the Library are attached, using the City's required Project Needs Form template. They are broken out and summarized below in two groups – tax supported and non-tax supported requests – and are prioritized based on each project's risk score.

The $16m budget cap only impacts tax-supported project requests and the projects that are currently sitting below that $16m cutoff are noted with "RISK" because they are at risk to not be approved for funding based on their current scoring relative to the rest of the City's requests.

Depending on how the City's budget gets allocated in the end, for any projects that are not approved for funding we will explore their impact on our plans along with any changes to, or alternatives on, scope, timing or resourcing that can be made.

Tax Supported Projects

Project Name	Team / Growth or R&R	Summary	Budget
ILS Server Hardware Replacement	City IT R&R	Lifecycle management, refresh end of life servers and infrastructure	$255,000
Carpet Replacement	City I&E R&R	Replace end of life carpets and interior wall painting at all branches except Oak Ridges	$495,000
Library Application Evolution	City IT R&R	Lifecycle management and delivery of application upgrades, patches, and other improvements	$130,000
General Collection Development for Library Materials	Library Admin R&R	Recurring annual budget for the continued development of our core loaned materials	$1,237,800 ($900,000 within budget cap)
Coffee Shop Updates for Central Library	Library Admin R&R	RISK - Renovations for improvements to our café and to bring the space to code ($50,000 tax-supported funding and $100,000 from Library special purpose reserves)	$150,000
Library Refresh and Replacement	City IT R&R	RISK – Staff computers, Windows OS, MS Office and other end of life hardware	$95,000

Library Application Environment Build	City IT R&R	RISK – Development of test servers to build library production environments	$102,000
Central Canopy Structure Repainting	City I&E R&R	RISK - Refinishing and repainting the Central Library front entrance canopy	$50,000

Non-Tax Supported Projects

Project Name	Team / Growth or R&R	Summary	Budget
General Collection Development	Library Admin Growth	Recurring annual budget for the growth of our core loaned materials	$366,700
Library Digital Modernization Program	City IT Growth	Support on digital initiatives including security enhancements and custom development	$250,000
Digital Strategy Implementation Support	Library Admin Growth	Support the project management and launch of the new website, and develop a digital product roadmap and operating strategy	$250,000
Master Plan Study	Library Admin Growth	Update and develop a new branch building and renovation strategy	$100,000

IT - Library Collaboration Tool	City IT Growth	Implementation of Microsoft Teams for staff	$45,000
Strategic Initiatives	Library Admin Growth	General funding to action strategic priorities that are being finalized	$100,000

ATTACHMENTS

- 14 Capital Project Needs Forms (PNF's)

Step 1 - Needs Identification

Project Name: **ILS Server Hardware Replacement**				Service or Asset(s) Affected: **Integrated Library System**	
Project Requestor Name & Division: Davis Kwan, Manager Technology Infrastructure – Information Technology Division				**Required Timing to be Completed OR Operational:** **2022**	

Project Description

In order to ensure the continued functionality of the Library's core application, it is imperative that we review and maintain our back end servers. This project will review the aging infrastructure, determine the end of life dates for our existing server hardware, and work with procurement to replace them. The continued upkeep and modernization of our servers is essential to our service delivery capabilities to Library customers and residents.

Project Phasing and Financing

Expenditures	Split (%)	Milestone Timing (if applicable)	Prior Year Approved ($)	**Request** ($) **2022**	**Total**
Hardware	82.5%	Q2 2022	N/A	$210,000	$210,000
Project Resources	17.5%	Q1 2022	N/A	$45,000	$45,000
Total Expenditures					$255,000
Funding Sources					
Tax Supported	100%				$255,000
Total Funding					$255,000

Step 2a – Project Justification & Risk Assessment PREP

Supporting Groups Checklist and Sign-off	
Will there be new or increased operational need(s) as a result of this project? YES ☐ NO ☒ Diogo Oliveira July 19, 2021 Operations Manager Name & Date	Will Facilities Mgmt. need to deliver or support any aspect of this project? YES ☐ NO ☒ Alexander Mandatori July 12, 2021 FM Manager Name & Date
Will IDS need to deliver or support any aspect of this project? YES ☐ NO ☒ Lucius Maitre July 23, 2021 IDS Manager Name & Date	Will IT need to deliver or support any aspect of this project? YES ☒ NO ☐ Rob Jones April 21, 2021 IT Manager Name & Date

Step 2b – Project Justification & Risk Assessment

Project Goal & Drivers
This project will replace aging hardware for the Integrated Library System, perform an upgrade for the iTiva OS, and provide a network refresh for servers that are end of life.
☒ **Asset Stewardship/State of Good Repair** – It is imperative that we replace and refresh aging or end of life infrastructure in order to ensure the ongoing and continued delivery of RHPL services to Richmond Hill residents.
☒ **Process Improvement** – Upgrades to aging OS and network connections will improve operational efficiency by providing a stable environment in which staff will be able to work. Upgrades often come with improvements to the software and or hardware that will benefit the operations teams in terms of use and maintenance.

Infrastructure Risk Assessment (Calculated risk IF project deferred or cancelled)

List of Potential Failure Mode (Condition, Capacity, Function, Etc.)	Weighted Consequence Score (A)	Likelihood (B)	Risk Rating (A)X(B)	EAM Risk
Condition Failure	**2.0**	**Very High**	**2.0**	
Max Risk Score (Complete all sections that apply)			**2.0**	

Richmond Hill	Project Needs Form
	Modular 3-step process

Step 1 - Needs Identification

Project Name: **Library Carpet Replacement w. Interior Wall Painting**	Service or Asset(s) Affected: *Central, Richmond Green & Richvale Library*
Project Requestor Name & Division: **Alexander Mandatori, Facility Management**	Required Timing to be Completed OR Operational: *Completed 2022*

Project Description

The purpose of this project is to replace end of life carpets including interior wall painting at various library locations (Central, Richmond Green, and Richvale Library). In addition to the life-cycle replacement requirement for this work, the intent is to complete this work in conjunction with the Richmond Hill Public Library's plan to install new automated sorting equipment for their book return systems.

Project Phasing and Financing

Expenditures	Split (%)	Milestone Timing (if applicable)	Prior Year Approved ($)	Request ($) 2022	Total
Construction		2022 Q3		$ 495,000	$ 495,000
Total Expenditures					$ 495,000
Funding Sources					
Tax Funded					$ 495,000
Total Funding					$ 495,000

Step 2a – Project Justification & Risk Assessment PREP

Supporting Groups Checklist and Sign-off

Will there be new or increased operational need(s) as a result of this project? YES ☐ NO ☒	Will Facilities Mgmt. need to deliver or support any aspect of this project? YES ☐ NO ☒
Signed off by Diogo Oliveira, June 29th, 2021 Operations Manager Name & Date	N/A FM Manager Name & Date

Will IDS need to deliver or support any aspect of this project? YES ☐ NO ☒	Will IT need to deliver or support any aspect of this project? YES ☐ NO ☒
Signed off by Lucius Maitre, August 6th, 2021 IDS Manager Name & Date	Signed off by Rob Jones, June 30th, 2021 IT Manager Name & Date

Step 2b – Project Justification & Risk Assessment

Project Goal & Drivers

This project seeks to replace carpeting at various Richmond Hill Public Library locations. The carpets are in poor condition, have reached end of life and require replacement. RHPL also plan to modify the front desk areas to accommodate new automated sorter/inductor technology. The carpet replacement would coincide with the renovations to the front desk areas. A portion of this work will also involve general painting of the libraries where required.

☒ **Health and Safety** – This work removes existing trip hazards that exist due to damage and wear to the carpets. The carpet replacement work also required to support a plan to avoid workplace injuries at the Libraries, through the introduction of new material handling technology.

☒ **Asset Stewardship/State of Good Repair** – Full reset of condition of an asset that has reached end of life and is in need of repair.

☒ **Growth or Customer Service Improvement** – Required to support the introduction of new technology that will improve the customer experience for library patrons.

Infrastructure Risk Assessment (Calculated risk IF project deferred or cancelled)

List of Potential Failure Mode (Condition, Capacity, Function, Etc.)	Weighted Consequence Score (A)	Likelihood (B)	Risk Rating (A)X(B)	EAM Risk
Condition Failure	2.33	Very High	2.33	
Max Risk Score (Complete all sections that apply)			2.33	

Step 1 - Needs Identification

Project Name: **Library Application Evolution**	Service or Asset(s) Affected: **Richmond Hill Public Library Applications**
Project Requestor Name & Division: Vishal Narula, Manager Fire and Library Services – Information Technology Division	**Required Timing to be Completed OR Operational:** *2022*

Project Description
This project will include the management and delivery of application lifecycle management, application upgrades/enhancements/patches, improvements or upgrades to components attached to our existing applications, software application improvements (front end components).

Project Phasing and Financing					
Expenditures	Split (%)	Milestone Timing (if applicable)	Prior Year Approved ($)	**Request** ($) **2022**	**Total**
Software	69%	Q4 2022	N/A	$90,000	$90,000
Project Resources	31%	Q2 2022	N/A	$40,000	$40,000
Total Expenditures					$130,000
Funding Sources					
Tax Supported	100%				$130,000
Total Funding					$130,000

Step 2a – Project Justification & Risk Assessment PREP

Supporting Groups Checklist and Sign-off	
Will there be new or increased operational need(s) as a result of this project? YES ☐ NO ☒ Diogo Oliveira July 19, 2021 Operations Manager Name & Date	Will Facilities Mgmt. need to deliver or support any aspect of this project? YES ☐ NO ☒ Alexander Mandatori July 12, 2021 FM Manager Name & Date
Will IDS need to deliver or support any aspect of this project? YES ☐ NO ☒ Lucius Maitre July 23, 2021 IDS Manager Name & Date	Will IT need to deliver or support any aspect of this project? YES ☒ NO ☐ Rob Jones April 21, 2021 IT Manager Name & Date

Step 2b – Project Justification & Risk Assessment

Project Goal & Drivers

As part of the restructuring and centralization of the Library's technologies function into the City, the City's IT team has determined that there are basic foundations, standardizations, and best practices that corporate IT needs to put in place for the Library, to upgrade failing and aging equipment, and to align and modernize the library's technology systems, strategies and standards. The Application Evolution project will provide resourcing to assess the need to refresh or replace existing applications being used by the Library. The project will take into account the contract term of the application, evaluate the performance and satisfaction of the application, as well as assess the business needs and other options available to the City prior to any contract renewal agreements being executed. In addition, upgrades, enhancement, and patches that are either required or desired by the business in order to improve service or the application functionality will be taken into consideration and assessed for their value add to the delivery of Library services to our customers. The project will also review the front end of the applications as well as public facing applications and determine if there are opportunities to improve the application for the end user

☒ **Asset Stewardship/State of Good Repair** – Improvements to our applications will benefit service delivery to current or future external customers.

☒ **Process Improvement** – Staff and library patrons who use our applications will benefit from the upgrades, enhancements, and patches that are required by our applications to improve features and functionally.

Infrastructure Risk Assessment (Calculated risk IF project deferred or cancelled)

List of Potential Failure Mode (Condition, Capacity, Function, Etc.)	Weighted Consequence Score (A)	Likelihood (B)	Risk Rating (A)X(B)		EAM Risk
Condition	2.42	Very High	2.42		
Max Risk Score (Complete all sections that apply)			2.42		

Step 1 - Needs Identification

Project Name: **General Collection Development Library – R&R Capital**	**Service or Asset(s) Affected:** **Library Materials**
Project Requestor Name & Division: Michelle Splitter - Library	**Required Timing to be** **Completed OR Operational:**

Project Description
The purpose of this investment is to maintain and grow the core physical, digital and media collections. It is the budget for all library collections. In 2019 the City requested the library reduce this request by half for 2020 and 2021 as part of the City's sustainability initiative, and it was committed that the full budget would be reinstated as part of the 2022 Capital budget.

Project Phasing and Financing					
Expenditures	Split (%)	Milestone Timing (if applicable)	Prior Year Approved ($)	**Request ($) 2022**	**Total**
Library Materials				$1,273,800	$1,273,800
Total Expenditures					$1,273,800
Funding Sources					
Tax Supported					$1,273,800
Total Funding					$1,273,800

Step 2a – Project Justification & Risk Assessment PREP

Supporting Groups Checklist and Sign-off	
Will there be new or increased operational need(s) as a result of this project? YES ☐ NO ☒ Diogo Oliveira July 19, 2021 Operations Manager Name & Date	Will Facilities Mgmt. need to deliver or support any aspect of this project? YES ☐ NO ☒ Alexander Mandatori July 12, 2021 FM Manager Name & Date
Will IDS need to deliver or support any aspect of this project? YES ☐ NO ☒ Lucius Maitre July 23, 2021 IDS Manager Name & Date	Will IT need to deliver or support any aspect of this project? YES ☐ NO ☒ Rob Jones April 21, 2021 IT Manager Name & Date

Step 2b – Project Justification & Risk Assessment

Project Goal & Drivers

The General Collection Development Project is the selection, acquiring and processing of materials in all formats for the Library. The Library acquires approximately 50,000 items annually in order to replace, update and refresh the collection on an ongoing basis. The Library's collections are the core of our service.

Current funding stands at 2019 rates. Going forward this will result in reduced service levels for our residents. We will not have as many new materials. Customers will wait longer to receive materials and we will only be able to acquire half the items necessary to maintain the collection. The Library collection will not be able to keep pace with the growing community. Content will become outdated and irrelevant. New formats, new materials, and languages will not be accommodated, resulting in dissatisfaction on the part of Richmond Hill residents. The library will be unable to provide the service delivery the residents have come to expect. Our customers, as a well- educated and affluent group have very high expectations of our collections. The Library's reputation with our customers will suffer. The City's reputation will also suffer if the Library is unable to meet these expectations. The Library is an important and well used institution in Richmond Hill. Monies from previous capital accounts kept the collection afloat for the past 2 years; these have now been expended.

☒ **Asset Stewardship/State of Good Repair** – The existing physical collection is renewed on a 7-year life cycle to reflect the high usage and wear as well as to ensure continued timeliness and relevance. The existing Digital collections have a shorter replacement schedule and must be renewed on an annual or biannual basis. This must be maintained in order to keep the collection fresh and responsive to the needs of our residents.

☒ **Growth or Customer Service Improvement** – During the Library's Strategic Planning Process this spring, data was gathered from our residents demonstrating a need for more digital resources and more multilingual materials while still maintaining the existing collection. Digital materials cost more than double that of physical materials. To maintain service and give our customers what they want requires significant expenditure. Without this funding, customers will have to wait longer to access materials and some materials will not be purchased. For customers wanting popular items, the holds queue will be prohibitive. For example if a recent title from James Patterson and Bill Clinton has 27 holds on the eBook copy, customers have a wait time of approximately 54 weeks for the item. The cost for the eBook to the library is **$65 USD for a 2-year license**. A second copy would bring the ratio of holds to copies down to 13.5 (a wait time of approximately 27 weeks) and a third copy would bring the waitlist down to 9 holds per copy (a wait time of 18 weeks). It is still a long wait and the cost is **$195 USD** for 3 digital copies. 3 physical copies would cost **$66.12CAD**. Despite ongoing conversations with publishers, libraries continue to face punitive rates on digital materials.

In addition, this budget is necessary as part of the Library's strategy to maintain a standard of 2.5 material items per capita for populations over 100,000. For the past 2 years (2020 & 2021) in order to maintain existing collections and to try to offer our customers 2.5 materials per capita, other existing growth capital accounts were utilized to offset the cuts to this budget. These other growth capital accounts have now been expended. If the budget is not restored to $1,273,800 it will mean a reduction in both physical and digital collections.

☒ **Strategic Initiative** – An ongoing commitment to collections that represent the diversity and needs of the community is necessary in order to provide excellent library service. Customers have expressed the need for more digital and multilingual materials while still maintaining existing library service. The Library has committed to providing diverse collections, creating a strong sense of belonging to our community members.

☒ **Process Improvement** – Collection statistics like circulation, turnover rate, titles per capita, titles per

active cardholder, circulation per capita, circulation per active cardholder, ratio of holds to copies and feedback from customers through surveys and focus groups give us the metrics and feedback we use to build collections budgets.

Infrastructure Risk Assessment (Calculated risk IF project deferred or cancelled)

List of Potential Failure Mode (Condition, Capacity, Function, Etc.)	Weighted Consequence Score (A)	Likelihood (B)	Risk Rating (A)X(B)		EAM Risk
Condition	2.42	Very High	2.42		
Max Risk Score (Complete all sections that apply)			2.42		

Richmond Hill	Project Needs Form
	Modular 3-step process

Step 1 - Needs Identification

Project Name: Coffee Shop Updates CE Library	Service or Asset(s) Affected: CE Library furniture & fixtures
Project Requestor Name & Division: Yunmi Hwang - Library	Required Timing to be Completed OR Operational:

Project Description
This project upgrades the existing equipment and space for Central Library's coffee shop. This project will optimize the service delivery of the coffee shop to improve customer experience and to increase revenue.

Project Phasing and Financing

Expenditures	Split (%)	Milestone Timing (if applicable)	Prior Year Approved ($)	Request ($) 2022	Total
Furniture and Fixtures				$150,000	$150,000
Total Expenditures					$150,000
Funding Sources					
Tax Supported					$50,000
Board Approved Library Reserves Funds			$100,000		
Total Funding					$150,000

Step 2a – Project Justification & Risk Assessment PREP

Supporting Groups Checklist and Sign-off	
Will there be new or increased operational need(s) as a result of this project? YES ☐ NO ☒ Diogo Oliveira July 19, 2021 Operations Manager Name & Date	Will Facilities Mgmt. need to deliver or support any aspect of this project? YES ☒ NO ☐ Alexander Mandatori July 12, 2021 FM Manager Name & Date
Will IDS need to deliver or support any aspect of this project? YES ☐ NO ☒ Lucius Maitre July 23, 2021 IDS Manager Name & Date	Will IT need to deliver or support any aspect of this project? YES ☐ NO ☒ Rob Jones April 21, 2021 IT Manager Name & Date

Step 2b – Project Justification & Risk Assessment

Project Goal & Drivers

The contract of Central Library's current coffee shop operating partner is expiring in 2021 and the Library currently going to RFP for a new operating partner. This fund will be used to renovate the existing space and upgrade the equipment to meet health and safety requirements of the operation, and to create an environment and offering that will deliver an improved customer experience and maximize the revenue potential for the library.

☒ **Health and Safety** – Layout of the coffee shop and some features such as handwashing basin will be added to meet Ontario Food safety laws and requirements, and to improve health and safety conditions of the service.

☒ **Asset Stewardship/State of Good Repair** – The project will improve the current equipment and furniture condition with the replacement of existing equipment.

☒ **Growth or Customer Service Improvement** – Better layout and equipment to provide extended menu offerings to customers and enhanced space to enjoy the café service. The space will be a gathering placed for the library and will increase the customer base with better amenities and offerings.

☒ **Strategic Initiative –** The project is expected to increase revenue and diversify funding resources for the library.

Infrastructure Risk Assessment (Calculated risk IF project deferred or cancelled)

List of Potential Failure Mode (Condition, Capacity, Function, Etc.)	Weighted Consequence Score (A)	Likelihood (B)	Risk Rating (A)X(B)	EAM Risk
Condition	2.08	High	1.67	
Max Risk Score (Complete all sections that apply)			1.67	

Step 1 - Needs Identification

Project Description

Project Name: **IT Library Refresh and Replacement (R&R)**	**Service or Asset(s) Affected:** **Library Hardware Replacement**
Project Requestor Name & Division: Paul Waddell, Manager Client Support – Information Technology Division	**Required Timing to be Completed OR Operational:** **2022**

The IT Library R&R work package will include but is not limited to the replacement and refresh of staff desktop computers, Windows OS, MS Office & UPS devices as required. The work package will also assess and review the needs of the business for any audio visual equipment or printers as well as reviewing and addressing any hardware or equipment that has reach its end of life status and needs either replacement or repairs.

Project Phasing and Financing

Expenditures	Split (%)	Milestone Timing (if applicable)	Prior Year Approved ($)	Request ($) 2022	Total
IT Hardware	55%	2022 Q2		$50,000	$50,000
Project Resources	45%	2022 Q2		$45,000	$45,000
Total Expenditures					$95,000
Funding Sources					
Tax Supported	100%				$95,000
Total Funding					$95,000

Step 2a – Project Justification & Risk Assessment PREP

Supporting Groups Checklist and Sign-off

Will there be new or increased operational need(s) as a result of this project? YES ☐ NO ☒ Diogo Oliveira July 19, 2021 Operations Manager Name & Date	Will Facilities Mgmt. need to deliver or support any aspect of this project? YES ☐ NO ☒ Alexander Mandatori July 12, 2021 FM Manager Name & Date

Will IDS need to deliver or support any aspect of this project? YES ☐ NO ☒	Will IT need to deliver or support any aspect of this project? YES ☒ NO ☐
Lucius Maitre July 23, 2021 IDS Manager Name & Date	Rob Jones April 21, 2021 IT Manager Name & Date

Step 2b – Project Justification & Risk Assessment

Project Goal & Drivers
This project will replace and refresh staff desktop computers, Windows OS, MS Office and UPS devices as required. The project will also include the assessment and replacement of any audio visual equipment, the purchase of printers, and the replacement of any hardware and/or equipment that has reached end of life. ☒ **Asset Stewardship/State of Good Repair** – Replacement of aging staff desktops and operating systems will benefit service delivery to current or future external customers. ☒ **Process Improvement** – Ensuring staff have the necessary equipment and software required to continue to delivery services to RHPL patrons.

Infrastructure Risk Assessment (Calculated risk IF project deferred or cancelled)

List of Potential Failure Mode (Condition, Capacity, Function, Etc.)	Weighted Consequence Score (A)	Likelihood (B)	Risk Rating (A)X(B)	EAM Risk
Condition	1.84	High	1.47	
Max Risk Score (Complete all sections that apply)			1.47	

Step 1 - Needs Identification

Project Description	
Project Name: **IT Library Application Environment Build**	**Service or Asset(s) Affected:** **Library Application Servers**
Project Requestor Name & Division: Vishal Narula – Manager Fire & Library Services – Information Technology Division	**Required Timing to be Completed OR Operational:** **2022**
As part of the restructuring and centralization of the Library's technologies function into the City, the City's IT team has determined that there are basic foundations, standardizations, and best practices that corporate IT needs to put in place for the Library, to upgrade failing and aging equipment, and to align and modernize the library's technology systems, strategies and standards. This project will create development and test servers for core library production system to properly test and deploy patches, upgrades and configuration enhancements and to comply with established IT change management processes.	

Project Phasing and Financing					
Expenditures	Split (%)	Milestone Timing (if applicable)	Prior Year Approved ($)	**Request** ($) **2022**	**Total**
Software and Licensing	39.2%	Q3		$40,000	$40,000
Hardware	49%	Q3		$50,000	$50,000
Project Resources	11.8%	Q2		$12,000	$12,000
Total Expenditures					$102,000
Funding Sources					
Tax Supported	100%				$102,000
Total Funding					$102,000

Step 2a – Project Justification & Risk Assessment PREP

Supporting Groups Checklist and Sign-off

Will there be new or increased operational need(s) as a result of this project? YES ☐ NO ☒ Diogo Oliveira July 19, 2021 Operations Manager Name & Date	Will Facilities Mgmt. need to deliver or support any aspect of this project? YES ☐ NO ☒ Alexander Mandatori July 12, 2021 FM Manager Name & Date

Will IDS need to deliver or support any aspect of this project? YES ☐ NO ☒	Will IT need to deliver or support any aspect of this project? YES ☒ NO ☐
Lucius Maitre July 23, 2021	Rob Jones April 21, 2021
IDS Manager Name & Date	IT Manager Name & Date

Step 2b – Project Justification & Risk Assessment

Project Goal & Drivers

This project will create development and test servers for core library production system to properly test and deploy patches, upgrades and configuration enhancements and to comply with established IT change management processes. The project will also provide dedicated resources to perform a wholesome review of the existing IT Library environment including, backup, switches/routers, kiosks, servers, AV, infrastructure, Wi-Fi, printers, enterprise applications, and creative space equipment and ensuring alignment with the City's IT environment and configurations.

☒ **Asset Stewardship/State of Good Repair** – Ensuring that our existing environments have a Dev/Test/Prod environment will ensure continuous development and improvements to our applications for important servers and allow for growth within our technology stack and support ongoing delivery of services to RHPL residents.

☒ **Process Improvement** – Ensuring that our existing environments have a Dev/Test/Prod environment will ensure continuous development and improvements to our applications.

Infrastructure Risk Assessment (Calculated risk IF project deferred or cancelled)				
List of Potential Failure Mode **(Condition, Capacity, Function, Etc.)**	**Weighted Consequence Score (A)**	**Likelihood (B)**	**Risk Rating (A)X(B)**	**EAM Risk**
Condition	1.33	Medium	0.80	
Max Risk Score (Complete all sections that apply)			0.80	

Step 1 - Needs Identification

Project Description	
Project Name: Central Library Entrance Canopy Structure Repainting	**Service or Asset(s) Affected:** Central Library
Project Requestor Name & Division: Alexander Mandatori, Facility Management	**Required Timing to be Completed OR Operational:** 2022

This project entails refinishing and repainting of the structural components of the Central Library front entrance canopy. The finish on these steel structures has deteriorated over time as the finish on this structure is original to the building construction. Completing this work will ensure any corrosion is removed from the steel and the painting will safeguard against deterioration due to corrosion and prevent compromise the structure.

Project Phasing and Financing

Expenditures	Split (%)	Milestone Timing (if applicable)	Prior Year Approved ($)	Request ($) 2022	Total
Single Phase		2022 Q2		$50,000	$50,000
Total Expenditures					$50,000
Funding Sources					
Tax Supported					$50,000
Total Funding					$50,000

Step 2a – Project Justification & Risk Assessment PREP

Supporting Groups Checklist and Sign-off

Will there be new or increased operational need(s) as a result of this project? YES ☐ NO ☒	Will Facilities Mgmt. need to deliver or support any aspect of this project? YES ☐ NO ☒
Signed off by Diogo Oliveira, June 29th, 2021 Operations Manager Name & Date	N/A _____ FM Manager Name & Date

Will IDS need to deliver or support any aspect of this project? YES ☐ NO ☒	Will IT need to deliver or support any aspect of this project? YES ☐ NO ☒
Signed off by Lucius Maitre, August 6th, 2021 IDS Manager Name & Date	Signed off by Rob Jones, June 30th, 2021 IT Manager Name & Date

Step 2b – Project Justification & Risk Assessment

Project Goal & Drivers

The goal of this project is to ensure that any corrosion is removed from the steel and the painting will safeguard against deterioration due to corrosion and prevent compromise the structure.

☒ **Asset Stewardship/State of Good Repair** – This will improve the condition of the asset

Infrastructure Risk Assessment (Calculated risk IF project deferred or cancelled)

List of Potential Failure Mode (Condition, Capacity, Function, Etc.)	Weighted Consequence Score (A)	Likelihood (B)	Risk Rating (A)X(B)		EAM Risk
Condition	1.58	Medium	0.95		
Max Risk Score (Complete all sections that apply)			0.95		

Step 1 - Needs Identification

Project Name: **Collection Development Library – Growth Capital**	Service or Asset(s) Affected: **Library Materials**
Project Requestor Name & Division: Michelle Splitter - Library	**Required Timing to be Completed OR Operational:**

Project Description
This investment is to grow new physical, digital and media collections to support the ongoing needs of Richmond Hill residents. This budget covers the selection, acquisition and processing of materials in all formats. It is needed to enhance collections and to build new collection formats.

Project Phasing and Financing

<u>Expenditures</u>	Split (%)	Milestone Timing (if applicable)	Prior Year Approved ($)	**Request** ($) **2022**	**Total**
Library materials				$366,700	$366,700
Total Expenditures					$366,700
<u>Funding Sources</u>					
Development Charges					$366,700
Total Funding					$366,700

Step 2a – Project Justification & Risk Assessment PREP

Supporting Groups Checklist and Sign-off	
Will there be new or increased operational need(s) as a result of this project? YES ☐ NO ☒ Diogo Oliveira July 19, 2021 Operations Manager Name & Date	Will Facilities Mgmt. need to deliver or support any aspect of this project? YES ☐ NO ☒ Alexander Mandatori July 12, 2021 FM Manager Name & Date
Will IDS need to deliver or support any aspect of this project? YES ☐ NO ☒ Lucius Maitre July 23, 2021 IDS Manager Name & Date	Will IT need to deliver or support any aspect of this project? YES ☐ NO ☒ Rob Jones April 21, 2021 IT Manager Name & Date

Step 2b – Project Justification & Risk Assessment

Project Goal & Drivers

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

☒ **Asset Stewardship/State of Good Repair** – Growth Capital dollars are essential in order to keep the overall library collection fresh and up to date. We need to be constantly adding to the collection for our customers who want/need access to the latest books and magazines (physical & digital) and online database offerings .

☒ **Growth or Customer Service Improvement** – Our Strategic planning process has determined from our customer base that they want more digital and multilingual materials (physical and digital) and a library of things (collections of things like musical instruments etc.) without a loss of the current services. We need to establish a digital multilingual collection for our customers. Growth funds are needed to expand current collections and grow new collections such as these to continue to fill customer needs. Digital materials are 2-3 times the cost of physical materials and have a shorter shelf life than the 7-years of physical books. Unlike physical books we do not own them. We have their use for 12-24 months or a limited number of uses and then they have to be replaced or repurchased. In order to grow the digital collections and add new digital collections the Growth Capital is essential.

☒ **Strategic Initiative** – "Strong Sense of Belonging" one of City Council's priorities is important to the Library as well. Richmond Hill is a very diverse community.- Having materials available in languages other than English gives our community a feeling that everyone is welcome and helps to create that strong sense of belonging. Diverse collections allow customers to read in the language that they are most comfortable in. We want to continue to grow our physical multilingual collections and add a digital component to it. Customers are asking for digital multilingual materials.

This is all part of the continuing digital modernization of the Library and the emerging strategy we are moving toward coming out of our current Strategic Planning Process as we evolve the collection to meet the needs of our diverse community/customers.

Infrastructure Risk Assessment (Calculated risk IF project deferred or cancelled)

List of Potential Failure Mode (Condition, Capacity, Function, Etc.)	Weighted Consequence Score (A)	Likelihood (B)	Risk Rating (A)X(B)	EAM Risk
Capacity	2.67	High	2.13	
Max Risk Score (Complete all sections that apply)			2.13	

Step 1 - Needs Identification

Project Description

Project Name: **Library Digital Modernization Program - Growth**	Service or Asset(s) Affected: Richmond Hill Public Library Website
Project Requestor Name & Division: Vishal Narula, Manager Fire and Library Services – Information Technology Division	Required Timing to be Completed OR Operational: **2022**

As part of the restructuring and centralization of the Library's technologies function into the City, the City's IT team has determined that there are basic foundations, standardizations, and best practices that corporate IT needs to put in place for the Library, to upgrade failing and aging equipment, and to align and modernize the library's technology systems, strategies and standards. This project provides the IT resources to support and build off of the Library's current website redesign initiative and its digital transformation initiative. Examples of City IT support include security protocol enhancements and custom development; examples of next steps include discovery, development and execution of the digital modernization. Definitive needs will be determined as the library's new website and strategic plan roll out.

Project Phasing and Financing

Expenditures	Split (%)	Milestone Timing (if applicable)	Prior Year Approved ($)	Request ($) 2022	Total
Software	15%	Q2 2022	N/A	$50,000	$50,000
Project Resources	85%	Q1 2022	N/A	$200,000	$200,000
Total Expenditures					$250,000
Funding Sources					
Development Charges	90%				$225,000
Non-Growth Reserves	10%				$25,000
Total Funding					$250,000

Step 2a – Project Justification & Risk Assessment PREP

Supporting Groups Checklist and Sign-off

Will there be new or increased operational need(s) as a result of this project? YES ☐ NO ☒	Will Facilities Mgmt. need to deliver or support any aspect of this project? YES ☐ NO ☒
Diogo Oliveira July 19, 2021	Alexander Mandatori July 12, 2021
Operations Manager Name & Date	FM Manager Name & Date

Will IDS need to deliver or support any aspect of this project? YES ☐ NO ☒	Will IT need to deliver or support any aspect of this project? YES ☒ NO ☐
Lucius Maitre July 23, 2021	Rob Jones April 21, 2021
IDS Manager Name & Date	IT Manager Name & Date

Step 2b – Project Justification & Risk Assessment

Project Goal & Drivers

This project will provide the resources required to support and build the RHPL website redesign requirements and support the digital transformation initiatives. The project will support the development of a frictionless customer experiences as well as ecommerce and other transactional capabilities with a focus on modern experience interactions. The project will support any new digital offerings that will be developed as part of the RHPL digital transformation initiative including the digitization of any paper forms currently being used by library staff or library patrons to an electronic version.

☒ **Growth or Customer Service Improvement** – The expansion of digital offerings will provide more conveniences to Richmond Hill residents as well as improve the RHPL customer service experience. The website redesign will ensure that a modern user experiences for RHPL patrons.

☒ **Process Improvement** – By providing services through a digital format the RHPL will see improved efficiencies for their staff and their delivery of programs and services to residents. Also, by improving the flow of the RHPL website, staff will be able to navigate the site with ease and will be equipped to better assist library patrons.

Infrastructure Risk Assessment (Calculated risk IF project deferred or cancelled)				
List of Potential Failure Mode **(Condition, Capacity, Function, Etc.)**	**Weighted Consequence Score** **(A)**	**Likelihood** **(B)**	**Risk Rating** **(A)X(B)**	**EAM Risk**
Condition	1.75	**Very High**	1.75	
Capacity	1.67	**HIgh**	1.33	
Max Risk Score (Complete all sections that apply)			3.08	

Step 1 - Needs Identification

Project Name: Digital Strategy and Implementation Support	Service or Asset(s) Affected: Library
Project Requestor Name & Division: Darren Solomon - Library	Required Timing to be Completed OR Operational: Immediately

Project Description

Funding to secure a Digital Product Manager resource for a two-year commitment.

Project Phasing and Financing

Expenditures	Split (%)	Milestone Timing (if applicable)	Prior Year Approved ($)	Request ($) 2022	Total
Digital Product Manager				$250,000	$250,000
Total Expenditures					$250,000
Funding Sources					
Development Charges	90%				$225,000
Non-Growth Reserve	10%				$25,000
Total Funding					$250,000

Step 2a – Project Justification & Risk Assessment PREP

Supporting Groups Checklist and Sign-off	
Will there be new or increased operational need(s) as a result of this project? YES ☐ NO ☒ Diogo Oliveira July 19, 2021 Operations Manager Name & Date	Will Facilities Mgmt. need to deliver or support any aspect of this project? YES ☐ NO ☒ Alexander Mandatori July 12, 2021 FM Manager Name & Date
Will IDS need to deliver or support any aspect of this project? YES ☐ NO ☒ Lucius Maitre July 23, 2021 IDS Manager Name & Date	Will IT need to deliver or support any aspect of this project? YES ☐ NO ☒ Rob Jones April 21, 2021 IT Manager Name & Date

Step 2b – Project Justification & Risk Assessment

Project Goal & Drivers

The modernization and transformation of the Library's digital experience, capabilities and capacities have been identified as a high strategic priority. This is in response to several influencing factors, including: community feedback through our strategic process; ongoing and continuing shifts in consumer behaviour towards digital, which have been accelerated during Covid; historical library data trends on digital growth; the lack of any digital strategy at the library; a substandard user experience for library users; and more.

The first year of our new strategic roadmap will focus on laying the proper foundations for the efficient and scalable evolution of our customer experience. This funding is to secure a Digital Product Manager resource for a two-year commitment who will manage the complexities involved in laying that foundation when it comes to our digital pillar, including:

- The Library is currently preparing an RFP for the design and development of a new website. This resource will manage this entire project to launch in year 1, ranging from vendor selection, scope management and launch of the website to ensuring proper analytics are in place and that user testing has been met. They will also develop the operating model and plan around the new website to ensure that digital becomes a focused and proactive effort for the Library. This plan ranges from assessing staffing models, implementing new processes, and developing content and measurement strategies.
- Once the website launches in year one, there will be an important period in year two that will assess and optimize the digital product and our new operating practices to ensure implementation is efficient and effective. This will include user experience audits, continuous improvement plans, analytics management, content development, and more.
- Beyond the website, they would also be responsible for developing a full and proper digital strategy for the Library. The plan will address, evaluate and encompass all digital opportunities that fulfill upon both the new vision and mission of the library as well the needs of the community. Importantly, the plan will develop a multi-year roadmap that details the library's ongoing and evolving digital activities which would better support and inform the planning of future capital and operating budget needs.

☒ **Legislative or Regulatory Compliance** – Accessibility and AODA management and compliance.

☒ **Growth or Customer Service Improvement** – The full intention of this is to respond to the growing digital needs and demands of our community. It will modernize and transform our current outdated and substandard digital experiences.

☒ **Strategic Initiative** – This initiative impacts the City's priority of building a Sense of Belonging, and it will be directly supporting the vision and strategies laid out in the Library's new strategy plan.

☒ **Process Improvement** – This will enable us to develop new operating practices and processes as well as develop a roadmap that will better inform the Library's future capital and budget needs.

Infrastructure Risk Assessment (Calculated risk IF project deferred or cancelled)

List of Potential Failure Mode (Condition, Capacity, Function, Etc.)	Weighted Consequence Score (A)	Likelihood (B)	Risk Rating (A)X(B)	EAM Risk
Capacity	2.33	Very High	2.33	
Max Risk Score (Complete all sections that apply)			2.33	

Step 1 - Needs Identification

Project Name: **Master Plan Study Library**	Service or Asset(s) Affected: Library
Project Requestor Name & Division: Darren Solomon - Library	**Required Timing to be Completed OR Operational:** 2022

Project Description
Library's Master Plan that was last done in 2013 requires an update.

Project Phasing and Financing

Expenditures	Split (%)	Milestone Timing (if applicable)	Prior Year Approved ($)	**Request** ($) **2022**	**Total**
Master plan study				$100,000	$100,000
Total Expenditures					$100,000
Funding Sources					
Development Charges	90%				$90,000
Non-Growth Reserves	10%				$10,000
Total Funding					$100,000

Step 2a – Project Justification & Risk Assessment PREP

Supporting Groups Checklist and Sign-off	
Will there be new or increased operational need(s) as a result of this project? YES ☐ NO ☒	Will Facilities Mgmt. need to deliver or support any aspect of this project? YES ☐ NO ☒
Diogo Oliveira July 19, 2021 Operations Manager Name & Date	Alexander Mandatori July 12, 2021 FM Manager Name & Date
Will IDS need to deliver or support any aspect of this project? YES ☐ NO ☒	Will IT need to deliver or support any aspect of this project? YES ☐ NO ☒
Lucius Maitre July 23, 2021 IDS Manager Name & Date	Rob Jones April 21, 2021 IT Manager Name & Date

Step 2b – Project Justification & Risk Assessment

Project Goal & Drivers

The Library's Master Plan was last done in 2013 and is need of an update. Some key influencers include: RHPL's new strategic planning work, which will be complete in August, and which early indications point to a more distributed model of outreach and a segmented specialization of library branches; the Richmond Hill Centre planning which would include a library; the City's growth and densification plans; Central Library currently being outdated and outgrown; and more. In order to better serve the residents of Richmond Hill and forecast and the Library's future capital and infrastructure needs, we need to hire a consultant to complete a full review and update to our 15-20 year plan.

☒ **Health and Safety** – Many people in Richmond Hill use our libraries as a physical shelter from their economic and social conditions. With continued densification in the City, this need will become more pronounced and we need to prepare for that.

☒ **Asset Stewardship/State of Good Repair** – Despite previous plans for renovations to Central Library no significant work has been done. Since the last Master Plan was done 8 years ago and much has changed in terms of the library's strategy, the Master Plan will design a new approach to updating Central Library.

☒ **Growth or Customer Service Improvement** – The Master Plan will factor in the City's growth and development plans, as well our libraries' current and forecasted usage and the changing behaviours of users, to determine the optimal approach to meeting the current and expected increases in library demand.

☒ **Strategic Initiative** – This will directly support the City's priority on building a Sense of Belonging as well as the library's approaches to segmentation and outreach.

Infrastructure Risk Assessment (Calculated risk IF project deferred or cancelled)

List of Potential Failure Mode (Condition, Capacity, Function, Etc.)	Weighted Consequence Score (A)	Likelihood (B)	Risk Rating (A)X(B)		EAM Risk
Capacity	2.75	Low	1.10		
Max Risk Score (Complete all sections that apply)			1.10		

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Step 2b – Project Justification & Risk Assessment

7.1.12 Growth - Master Plan Study Library.docx

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Richmond Hill	Project Needs Form
	Modular 3-step process

Step 1 - Needs Identification

Project Name: **Library Collaboration Tools (Teams) - Growth**	**Service or Asset(s) Affected:** *Richmond Hill Public Library –* *Office 365 – MS Teams*
Project Requestor Name & Division: Davis Kwan – Manager, Technology Infrastructure – Information Technology Division	**Required Timing to be** **Completed OR Operational:** *2022*

Project Description					
As the City is currently embarking on delivering Microsoft Teams as a collaboration tool for staff the library is also looking to leverage this tool and its collaboration functionalities for its staff. The project will ensure the appropriate resources for configuring, implementing, and training on the tool are available, as well as, any associated licensing costs for the application.					

Project Phasing and Financing					
Expenditures	Split (%)	Milestone Timing (if applicable)	Prior Year Approved ($)	**Request ($)** **2022**	**Total**
Licenses	45%		N/A	$20,000	$20,000
Project Resources	55%		N/A	$25,000	$25,000
Total Expenditures					$45,000
Funding Sources					
Development Charges	90%				$40,500
Non-Growth Reserves	10%				$4,500
Total Funding					$45,000

Step 2a – Project Justification & Risk Assessment PREP

Supporting Groups Checklist and Sign-off	
Will there be new or increased operational need(s) as a result of this project? YES ☐ NO ☒ Diogo Oliveira July 19, 2021 Operations Manager Name & Date	Will Facilities Mgmt. need to deliver or support any aspect of this project? YES ☐ NO ☒ Alexander Mandatori July 12, 2021 FM Manager Name & Date

Will IDS need to deliver or support any aspect of this project? YES ☐ NO ☒	Will IT need to deliver or support any aspect of this project? YES ☒ NO ☐
Lucius Maitre July 23, 2021 IDS Manager Name & Date	Rob Jones April 21, 2021 IT Manager Name & Date

Step 2b – Project Justification & Risk Assessment

Project Goal & Drivers
The project will ensure the appropriate and dedicated resources required for configuring, implementing, and training on the Microsoft Office Teams tool, as well as, any associated licensing costs for the application. ☒ **Growth or Customer Service Improvement** – Staff will benefit from the use of a collaboration tool for communicating and file sharing when working on projects. The collaboration tool will promote more efficient communication among teams as well as expedite the delivery of projects for RHPL. ☒ **Process Improvement** – The implementation of a collaboration tool such as Microsoft Teams will allow for improved flow of communication and file sharing that will assist in the delivery of RHPL projects.

Infrastructure Risk Assessment (Calculated risk IF project deferred or cancelled)

List of Potential Failure Mode (Condition, Capacity, Function, Etc.)	Weighted Consequence Score (A)	Likelihood (B)	Risk Rating (A)X(B)		EAM Risk
Function Failure	1.41	Medium	0.85		
Max Risk Score (Complete all sections that apply)			0.85		

Step 1 - Needs Identification

Project Name: Strategic Initiatives Library	Service or Asset(s) Affected: Library
Project Requestor Name & Division: Darren Solomon - Library	Required Timing to be Completed OR Operational: 2022

Project Description
Funding for new strategic plan initiatives.

Project Phasing and Financing

Expenditures	Split (%)	Milestone Timing (if applicable)	Prior Year Approved ($)	Request ($) 2022	Total
Strategic initiatives				$100,000	$100,000
Total Expenditures					$100,000
Funding Sources					
Development Charges	90%				$90,000
Non-Growth Reserves	10%				$10,000
Total Funding					$100,000

Step 2a – Project Justification & Risk Assessment PREP

Supporting Groups Checklist and Sign-off	
Will there be new or increased operational need(s) as a result of this project? YES ☐ NO ☒ Diogo Oliveira July 19, 2021 Operations Manager Name & Date	Will Facilities Mgmt. need to deliver or support any aspect of this project? YES ☐ NO ☒ Alexander Mandatori July 12, 2021 FM Manager Name & Date
Will IDS need to deliver or support any aspect of this project? YES ☐ NO ☒ Lucius Maitre July 23, 2021 IDS Manager Name & Date	Will IT need to deliver or support any aspect of this project? YES ☐ NO ☒ Rob Jones April 21, 2021 IT Manager Name & Date

Step 2b – Project Justification & Risk Assessment

Project Goal & Drivers
As part of the Library's new strategic planning process, which is currently in progress, we will be actively exploring several opportunities to optimize and enhance our services and products, and their methods of delivery. These opportunities will be rooted in research and internal and environmental scans. The final strategic roadmap will be wrapping up at the end of August so, while we don't have specific project details just yet, we do need to plan for the development and implementation of some of these new strategies and initiatives. Examples of these projects could include the development of a Library of Things, creating new outreach models, work on digital transformation, piloting new service design enhancements, data governance and capabilities, etc. Further details on projects would come after the strategic plan is complete, but we are looking to secure some funding to execute against our strategic plan.

☒ **Growth or Customer Service Improvement** – The full intention of this initiative is to respond to the needs of our diverse and growing community by either improving our customer experiences or the ways in which we deliver those services.

☒ **Strategic Initiative** – This initiative impacts the City's priority of building a Sense of Belonging, and it will be directly supporting the vision, strategies and initiatives that emerge from the Library's new strategic plan.

☒ **Process Improvement** – The full intention of this initiative is to respond to the needs of our diverse and growing community by either improving our customer experiences or the ways in which we deliver those services.

Infrastructure Risk Assessment (Calculated risk IF project deferred or cancelled)

List of Potential Failure Mode (Condition, Capacity, Function, Etc.)	Weighted Consequence Score (A)	Likelihood (B)	Risk Rating (A)X(B)		EAM Risk
Capacity	1.5	Very Low	0.30		
Max Risk Score (Complete all sections that apply)			0.30		