



A Regular Meeting of
the Richmond Hill Public Library Board
will be held in the Boardroom of Central Library
on Monday, December 5, 2022 at 4:30pm

AGENDA

1.0 Call to Order

2.0 Regrets

3.0 New Board Term – November 2022 to October 2026

3.1 Election of Chair and Vice Chair / CEO

4.0 Adoption of Agenda

5.0 Disclosure of Pecuniary Interest and the General Nature Thereof

6.0 Minutes

6.1 Library Board Minutes – September 27, 2022

7.0 Presentations

7.1 Board Orientation

Darren Solomon, CEO

Robin Fribance, Director Experience & Strategy

Yunmi Hwang, Director Branch Services

8.0 Reports

8.1 2023 Operating and Capital Budgets SRLIB22.11

**8.2 Non-Competitive Acquisition – Catalogue Discovery Layer for the
Richmond Hill Public Library Website SRLIB22.12**

9.0 New Business

10.0 Member Announcements

Darren Solomon, CEO, advising of Regional & Local Councillor Godwin Chan member motion, to be presented at the December 7, 2022 Council Meeting, recognizing Family Literacy Day and the Library's importance to the community.

11.0 Date of Next Meetings

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

Thursday, January 19, 2023 @ 4:00 p.m. at Central Library in the Boardroom to be followed by a tour of Central Library.

12.0 Adjournment

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, September 27, 2022

MINUTES

The Richmond Hill Public Library Board held a regular meeting on Tuesday, September 27, 2022 virtually using video-teleconferencing technology.

Present: Councillor Greg Beros, Chair
Stephen Chait
Regional and Local Councillor Carmine Perrelli
Sugantha Raj
Mahnaz Shahbazi
Rona Wang

Staff: Darren Solomon, Chief Executive Officer
Joshua Dyer, Director, Content & Strategy Delivery
Robin Fribance, Director, Experience & Strategy
Jennifer Barrett, Project Manager
Susan Quinn, Administrative Coordinator

1.0 **Call to Order**

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

2.0 **Regrets**

Regional and Local Councillor Joe Di Paola, Vice-Chair
Frank DiPede

Councillor Tom Muench

3.0 Adoption of Agenda

Motion:

22:37

Moved by:

R. Wang

Seconded by:

Regional and Local Councillor C. Perrelli

THAT the Agenda of September 27, 2022 be adopted.

CARRIED UNANIMOUSLY

4.0 Disclosure of Pecuniary Interest and the General Nature Thereof

There were no disclosures of pecuniary interest.

5.0 Delegation

None

6.0 Minutes

6.1 Library Board Minutes – June 28, 2022

Motion:

22:38

Moved by:

S. Chait

Seconded by:

S. Raj

THAT the Minutes of June 28, 2022 be adopted.

CARRIED UNANIMOUSLY

7.0 Presentations

7.1 Library Strategic Priorities Update

RHPL Staff

7.2 Financial Sustainability Initiative Report

Mark Magee, Director, Grant Thornton LLP

Alice Orange, Consulting Manager, Grant Thornton LLP

Alex Sutcliffe, Associate, Grant Thornton LLP

4:30 p.m. Regional and Local Councillor C. Perrelli left the meeting.

Motion:

22:41

Moved by:

S. Chait

Seconded by:

R. Wang

THAT the Library Strategic Financial Priorities Update and Sustainability Initiative Report presentations be received for information.

CARRIED UNANIMOUSLY

8.0 Reports

(Note: the Chair brought forward agenda items 8.1 and 9.1 to follow Item 6.0). On a motion moved by Regional and Local Councillor C. Perrelli, seconded by M. Shahbazi the Board consented to adopt all of the staff recommendations in items 8.1 and 9.1 without further discussion or motions.

**8.1 Non-Competitive Acquisition Report – Integrated Library System
SRLIB22.10**

Motion:

22:39

Moved by:

Regional and Local Councillor C. Perrelli

Seconded by:

M. Shahbazi

That the Richmond Hill Public Library Board approve the non-competitive acquisition and renewal of the SirsiDynix backend ILS system for a second five-year contract.

CARRIED UNANIMOUSLY

9.0 New Business

9.1 Member Motion – Board Chair G. Beros – deferral of October board meeting to end of November due to election

Motion:

22:40

Moved by:

Regional and Local Councillor C. Perrelli

Seconded by:

M. Shahbazi

THAT the Library Board approve the deferral of the October board meeting due to the election, to the end of November when the new board is appointed.

CARRIED UNANIMOUSLY

10.0 Member Announcements

None

11.0 Date of Next Meetings

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

TBD (end of November 2022 @ 4:00 p.m.) at either Central Library in the Boardroom or virtually using video-conferencing technology pending content.

An email will go out closer to the date of the meeting.

12.0 Adjournment

Motion:

22:42

Moved by:

M. Shahbazi

Seconded by:

S. Chait

THAT the meeting be adjourned at 4:42 p.m.

CARRIED UNANIMOUSLY

Respectfully submitted,

“Signed version on file in the Administration Offices”

Councillor Greg Beros

Chair

Darren Solomon

Chief Executive Officer



Report Subject: 2023 RHPL Operating and Capital Budgets

Report For: Approval

Meeting Date: December 5, 2022

Staff Report #: SRLIB22.11

To: Richmond Hill Public Library Board

From: Darren Solomon, RHPL CEO and Andrew Li, City Financial Management Advisor

SUMMARY

This report presents to the RHPL Board the proposed 2023 Library Operating and Capital budgets. Normally, this process would happen at the Library's September Board meeting, but the timelines shift later in an election year to allow the new Library Board to have oversight and approval of the budgets that coincide with their term. This is the same practice at the City with their Councillors. Having said that, the City needs the Library Board's approved recommended budget as soon as possible to meet its deadlines for City Council.

The 2023 RHPL Operating and Capital Budgets are directly aligned with our strategic plan, and account for key initiatives such as an organizational realignment project, in-branch space and facility enhancements, developing a new Library of Things collection, and rolling out the Library's new website and brand identity, among other things. The budgets and our initiatives also reflect ongoing changes in customer behaviour and the internal and external pressures that can impact our work and services.

Details on the 2023 Capital Budget project requests are included within the report. The City has placed a cap of \$28M on the tax-supported capital budget and there are some

tax supported capital projects for the Library that will not qualify and will be deferred to 2024.

The 2023 RHPL Operating Budget increase is at \$440,600 (5.5%), which, put into perspective, represents only approximately 0.36% increase to the City’s overall tax rate impact. To add further context, it’s important to understand that once you factor out the standard and mandatory personnel increases (pre-realignment), the actual budget increase is \$259,500 (3.2%). If you factor out the reserve contribution to the City that offsets the Library’s Collection Development budget, the Library’s proposed operating budget is actually a year-over-year decrease of \$8,200.

The RHPL proposed budgets were developed in close collaboration with, and with support from, the City’s Finance, Human Resources and executive teams to ensure fiscal alignment with the City’s overall budget and forecasts. Below is a bridge that breaks out and briefly explains operating increases and reductions, with more detail included in the report:

Budget Item Description	\$ Change in Library Budget	% Change in RHPL Budget	% Change in City Budget
Transfer to R&R Reserve Fund – This is the Library co-funding its Collection Development budget from the City.	\$267,700	3.36%	0.22%
Development Manager – New role to support Financial Sustainability initiative.	\$150,100	1.88%	0.12%
New Library Generated Revenues – New revenues to offset the Development Manager and start-up cost of the initiative.	(\$170,100)	(2.13%)	(0.14%)

Organizational Realignment – Phase 1 of organizational structure redesign.	\$140,200	1.76%	0.11%
Base Personnel Increases – Annual mandatory/standard salary adjustments.	\$132,800	1.67%	0.11%
OMERS Eligibility – Change to the City’s pension plan requiring employer match.	\$48,300	0.61%	0.04%
IT Software & Equipment – Increases to City IT contracts.	\$43,500	0.55%	0.04%
Security Guards – Extra security coverage to support the safety for our staff and public.	\$10,000	0.12%	0.01%
Other – Miscellaneous expenses.	\$7,100	0.09%	0.01%
General Contracts – Cost efficiencies found.	(\$189,000)	(2.37%)	(0.16%)
Total	\$440,600	5.5%	0.36%

RECOMMENDATION

That the Richmond Hill Public Library Board:

1. Approve the proposed RHPL 2023 Operating Budget and recommend it to City Council, through the City Treasurer, for funding consideration;
2. Approve the proposed RHPL 2023 Capital Budget and recommend it to City Council, through the City Treasurer, for funding consideration; and
3. Receive the RHPL 9-Year Capital Forecast for information.

RATIONALE

Richmond Hill Public Library is a critical social service in the community. Residents continue to rely on the essential support that RHPL provides in a number of key areas to help improve the quality of their lives, including building literacy skills across areas from reading to finances to cooking, supporting digital equity, fostering social inclusion and community connections, supporting academic and career success, and more.

RHPL has done a tremendous amount of work over the last 18 months on its path to modernizing the organization to be future-oriented and customer-focused. Some of the key areas of attention over the last year have been: improving workplace culture, building strategic governance, designing a new organizational structure, ongoing digital transformation, developing a data strategy, negotiating a new collective agreement, and designing a new brand strategy and a more modern and user-focused website. Through it all we have also pushed forward with new and exciting day-to-day offerings for the community and our team, including an expanded multilingual digital collection, adding experience passes to museums and galleries, enhancing our branch spaces, co-founding and launching the York and Durham collaborative programming group, and launching our new Team Creativity Day for employees.

The RHPL 2023 Operating and Capital Budgets tie directly to our Strategic Plan. The funding will support us to build on the work that has been done to date and enable us to begin work on the new initiatives in our roadmap.

Considerations

Heading into 2023, we built on last year's SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) to be aware of the internal and external forces the Library needed to consider when planning its activities and budgets. While the analysis exposes several areas with potential implications, we want to highlight two key issues that we expect will contribute to an increased dependency on the Library in 2023 and going forward:

Economy

Canadians have been warned to brace for a significant economic slowdown in 2023. Inflation is driving up the cost of goods and services, the value of people's homes is declining, and interest rates are going up. The expectation is that consumers will cut back on discretionary spending and unemployment will continue to rise.

Therefore, we can expect that, in an effort to reduce discretionary spending and be relevant in the job market, more residents in Richmond Hill will rely on the Library's free collections and upskilling programs, and those who already rely on them will use them more often. More than ever, residents may also expect their city tax dollars to be used for needed services in the community, like the Library. To support this need, we will increase our outreach into the community to ensure that everyone who needs us is aware of our services, we will continue to build offerings that are as representative as possible to reflect the diversity of our community, and we will adjust our service model through a new organizational structure to meet customer needs and expectations.

As with other sectors, the Library will also face the burden of inflationary increases to the costs of our contracts and materials.

Urbanization

Richmond Hill continues to see growing intensification across the City, especially in its key development areas, and the social symptoms that come with it. For example, one of the key themes of the October 2022 electoral debates was the impact that many residents are experiencing from the increasing urbanization of the city, such as safety and affordability. It's important for the Library to be aware of, and plan for, the widening social and economic divides that tend to come with urbanization.

This type of socioeconomic instability can bring with it issues such as affordable housing, crime and drug use, homelessness and mental health, as well as deeper digital inequities in terms of access to the internet and digital tools. It is well-understood that these types of social issues put a greater demand on public library spaces and

services. Many libraries, for example, have started hiring social workers and creating specific strategies to deal with drug use in their buildings. Over the past year, our RHPL staff have reported more issues in our branches related to customer behaviour concerns, which often require calling in additional resources for support, such as security guards, social workers and police.

We have already had the need to hire extra security guards in our branches and have offered training to some staff on understanding and supporting people who are homeless, and we are incorporating these growing social pressures into our new department plans to be able to better respond to these needs. A new Master Plan, which is currently underway, will also help improve our ability to reach the growing community in traditional and non-traditional ways to make up for our current space deficit, and we also plan to partner with community organizations to offer new micro-library services directly on-site to support those social needs.

2023 Strategic Initiatives

The Library's new Strategic Plan 2021-2025 was designed in close collaboration and consultation with the community, our employees, city, regional and community stakeholders, as well as external experts. Upon completion, it was recognized internally and externally as ambitious and exciting, and our work has been focused on that strategic path. So far, the Library has made steady progress on the initiatives in its new strategic plan, and in 2023 we will continue balancing that proactive work with our ability to also react to the changes in the market and the needs of our residents. Our proposed 2023 Operating and Capital budgets reflect, and will advance, our ongoing and new activities happening across all three Strategic Priorities – Customer, Enablement, and Insights & Innovation. The implementation of our organizational realignment plan, which will be brought to the Board in January, 2023, will be a primary focus for us in 2023. Other planned initiatives for next year include:

Customer Priorities	Insights & Innovation	Enabler Priorities
<ul style="list-style-type: none"> • Rollout of new brand strategy and identity • Increase community outreach • Launch new marketing and media strategy • Launch of new website • Digital product strategy • More self-service points • Master Plan study completion • Branch space enhancements • Customer experience improvements • Launch of Library of Things • Expansion of multilingual offerings • Launch of Community Advisory Groups, starting in Collections 	<ul style="list-style-type: none"> • Develop service design and innovation practice • Employee idea pipeline • Insights and innovation strategy 	<ul style="list-style-type: none"> • Organizational realignment implementation • Diversity, equity and inclusion strategy • New department planning and reporting process • Improvements to shared services model • Financial sustainability initiative • Review of Library funding approach with City • Implementation of Data Strategy

2023 Operating Budget

The Library’s Operating Budget has been reduced and constrained over the last three years due to a significant cost-cutting restructuring of personnel and 0% tax rate approach at the City.

Year	Personnel Budget	Total Budget Change%	Notes
2019	\$8.3M	5.90%	Budget increase
2020	\$7.2M	(16.50%)	Cost-cutting personnel restructuring that led to shared services model with City
2021	\$6.8M	0.50%	In support of the City's 0% tax rate
2022	\$7.0M	2.50%	In support of the City's 0% tax rate; Library budget increase reflected only cost of living increases

These constraints limited our ability to advance new initiatives, slowed our speed of delivery and has impacted Library service levels by transferring more work onto employees. For the last two years, it was achievable mainly because of the closures and reduced library hours as a result of COVID-related restrictions. At the end of 2021 the Library Board approved the new Strategic Plan to benefit the community for years to come. It was also recognized that in order to achieve the new vision and deliver maximum value to the community, we needed to align the organization to the new strategic path and transform many aspects of our operations to become more modern, scalable and customer-oriented. So over the last year we have focused our efforts on redesigning the internal building blocks of the organization to better set us up for the future and on developing the strategies and frameworks for several initiatives. Our plan now is to transition much of that work to implementation in 2023.

The 2023 RHPL Operating Budget amounts to a \$440,600 increase, which will improve the Library’s ability to serve to the community, improve the way we work, and improve employee culture. This represents a 5.5% increase to the Library’s budget; however, put into perspective, it amounts to only a 0.36% increase to the City’s tax rate impact as a whole. The Library worked collaboratively with City Finance to ensure its budget is aligned with the City’s overall budgetary needs.

	2021 Actuals	Preliminary Actuals 31-Oct-22	2022 Approved Budget	2023 Draft Budget	Variance (Fav)/Unfav	% Change
Expenditures						
Personnel	5,946,033	5,326,590	6,983,300	7,454,700	471,400	6.8%
Collection Development	866,275	803,424	930,400	1,164,200	233,800	25.1%
Contracts/Services	1,036,913	906,152	1,657,300	1,449,800	(207,500)	(12.5%)
Materials/Supplies	120,067	84,379	134,800	140,400	5,600	4.2%
Transfer to Reserve	20,415	-	-	-	-	0.0%
Transfer to R&R Reserve Fund	300,000	250,000	300,000	567,700	267,700	89.2%
Total Expenditures	8,289,703	7,370,545	10,005,800	10,776,800	771,000	7.7%
Revenues						
Provincial/Other Grants	(142,614)	(122,200)	(122,200)	(122,200)	-	0.0%
Library Generated Revenue	(50,513)	(61,073)	(200,800)	(359,000)	(158,200)	78.8%
YRDSB Funding	(310,400)	(297,200)	(297,200)	(242,800)	54,400	(18.3%)
Transfer from Reserve	-	-	(516,200)	(516,200)	-	0.0%
Transfer from R&R Reserve Fund	(600,000)	(675,000)	(900,000)	(1,126,600)	(226,600)	25.2%
Total Revenues	(1,103,527)	(1,155,473)	(2,036,400)	(2,366,800)	(330,400)	16.2%
Net Library Budget	7,186,176	6,215,072	7,969,400	8,410,000	440,600	5.5%

With further context, once you factor out standard and mandatory personnel increases, the actual budget increase is only \$259,500 (3.2%); and if you then factor out the reserve contribution that the City requires to offset the Library’s Collection Development budget, the Library is actually proposing a year-over-year decrease of (\$8,200) to the RHPL 2023 Operating budget. The following bridge builds on the information on the key changes that were presented in the summary at the top of this report:

Budget Item Description	\$ Change in Library Budget	% Change in RHPL Budget	% Change in City Budget
<p>Transfer to R&R Reserve Fund – This is due to an increase in the Library’s Collection Development; a legacy agreement sees the Library contribute 50% of its Collection Development budget that it receives from the City back into the City’s Capital reserves.</p>	\$267,700	3.36%	0.22%
<p>Development Manager – A newly created role tied to the Library’s long term Financial Sustainability initiative. The previous Board approved the pursuit of this initiative which is meant to explore and exploit alternative funding sources to support Library projects.</p>	\$150,100	1.88%	0.12%
<p>New Library Generated Revenues –These are forecasted new revenues from the Financial Sustainability initiative as a result of hiring the new Development Manager plus a small start-up cost.</p>	(\$170,100)	(2.13%)	(0.14%)
<p>Organizational Realignment – This change represents the financial impact of Phase 1 of an almost year-long project to redesign the Library’s organizational structure to address legacy structure issues, align capabilities to the new strategic plan, and to reimagine how to deliver modern customer experiences.</p>	\$140,200	1.76%	0.11%

Base Personnel Increases – These are annual standard salary and other staff-related adjustments such as cost of living and benefits increases, promotions, etc.	\$132,800	1.67%	0.11%
OMERS Eligibility – Reflects a change to the City’s pension plan that allows more part-time employees to now opt-in in to the pension plan, with the employer requiring to match.	\$48,300	0.61%	0.04%
IT Software & Equipment – Costs passed onto the Library from City IT for vendor increases to core Library systems from Bibliotheca and SirsiDynix.	\$43,500	0.55%	0.04%
Security Guards – As a result of the growing number of issues in our branches associated with the urbanization of the City, extra security guard coverage will support with prevention and safety for our staff and public.	\$10,000	0.12%	0.01%
Other – Miscellaneous expenses throughout the budget.	\$7,100	0.09%	0.01%
General Contracts – We were able to achieve reductions in our contracts budget through our organizational realignment project.	(\$189,000)	(2.37%)	(0.16%)
Total	\$440,600	5.5%	0.36%

Below is deeper context on some of the key changes:

Organizational Realignment

The first phase of RHPL's new Strategic Plan was focused on rethinking and rebuilding some legacy parts of the library's foundation that would enable us to execute the plan and set up the library better for the future. One of these foundational elements was the organizational structure.

Over the past ten months, the Library's executive leadership team has been working on an organizational realignment initiative, which entailed a ground-up redesign of the organizational structure. City HR and Finance were also part of the working group team, and it was all facilitated by a third-party expert. The changes will modernize and align our structure, roles and capabilities to the priorities and vision identified in our strategic plan, and they will address a variety of longstanding organizational challenges.

Improvements will include: creating the necessary clarity and distinctions in responsibilities for all roles; ensuring the Library is compliant with the classifications of the Collective Agreement; building backend enablement to support the organization; creating new professional growth paths for employees; adding new capabilities and building in new capacity; improving the customer experience by making it possible for users to accomplish what they need at any contact point; and designing a structure that can operate and scale more smoothly.

This plan will be brought to the Board next month at the January, 2023 meeting, but it was important to account for any financial changes impacting 2023 Operating budget.

Financial Sustainability Initiative

Financial Sustainability is one of the strategies identified in the Library's Strategic Plan. We committed to exploring opportunities to diversify and increase our revenue sources in order to amplify, not cannibalize, the City's annual funding. These new financial resources would help mitigate the Library's reliance on its reserves for funding, and help support specific initiatives to meet our community's growing library needs, such as the expansion of Maker Spaces, the addition of individual study pods, and increasing our outreach in the community.

Consultants from Grant Thornton LLP worked with us to develop viable options and recommendations to generate upwards of \$1,000,000 of new funding. Their final report lays out a series of growth initiatives where the Library can exploit current assets and explore new opportunities. They believe that in the near-term (0-3 yrs) the Library can focus on maximizing returns from space rentals, design more attractive retail offerings, take better advantage of grants and begin fundraising; and simultaneously the Library can cultivate, develop and scale new ideas that will become new sources of revenue over the medium and longer term (2-5 yrs), such as donations and sponsorships.

The findings and recommendations were received by the Board at the September 2022 meeting, and the first phase of implementation of this strategy has been incorporated into the 2023 Operating Budget. The budget includes both the cost and the equally offsetting revenue for this growth initiative, amounting to a net-zero budget impact. This initiative represents a long term and sustainable investment in the community.

Collection Development Funding

The Collections Development budget funds the ongoing maintenance of the Library's core physical and digital lending materials, including books, multimedia, technology and other resources. The City has a 10-year Capital Forecast that accounts for a small annual increase to this budget to recognize the evolving population and costs of replacements.

In an effort to preserve tax supported reserves and partially due to COVID, the City cut the Library's core Collections Development budget in half in 2020 and 2021, from \$1.2 million to \$600,000. The City committed to reinstate the full Collections budget, plus forecasted increases, in 2022, however, the City only partially increased the budget to \$900,000 that year. That amounts to more than \$1,611,300 lost from the forecasted Collections budget over the last three years.

One of the key pressures in our collection is the cost of digital resources. The cost of digital books is about three times higher than physical books due to the digital licensing model imposed by publishers. As digital usage continues to grow, the library needs to

be able to manage the corresponding growth in expenses, in order to be able to offer relevant materials and keep wait lists at reasonable levels. The funding cuts have also deferred our ability to expand our collection to meet community needs, such as launching a Library of Things and expanding our technology offerings.

The City's 10-Year Capital Forecast has the 2023 Collection Development budget at \$1,312,000, which would amount to the full reinstatement of the budget. At the same time, we recognize that we have many areas of need, as do other departments across the City, so we have determined that a Collection Development budget of \$1,164,200 would be able to support our 2023 plans. This represents a year-over-year budget increase of \$264,200, but it is still under our 2020 funding levels and it represents a reduction/savings of (\$147,800) to the City's 10-Year forecast.

Further, the way this budget line works is the Library needs to contribute 50% of its Collections Development funding back to the City's Capital Reserves. In other words, any increases to the Collection Development budget from the City to the Library results in a corresponding 50% of that increase going back to the City through a Transfer to the City's Infrastructure Repair & Replacement Reserve Fund – hence, the increase to this budget line. This is a complex legacy funding model that will be explored in 2023 with City Finance for simplification and optimization.

2023 Capital Budget

Library-related capital funding requests come from the Library's administrative planning team and from each of the City's shared service areas that support the Library, such as Information Technology and Facilities. The IT and Facilities requests go directly through the City approval process, whereas Library staff requests go through the Board and are listed below.

There are two types of funding for capital projects: (1) Tax Supported, which include State of Good Repair maintenance projects and some Growth projects, and these are weighted against requests from departments across the City; and (2) Non Tax Supported projects, which are generally Growth projects funded through dedicated

development charges and other funding sources, which means they do not face the same funding constraints as tax-supported capital projects.

The Library’s 2023 Capital project requests are below (further detail available upon request). The City has instituted a \$28M cap on its tax-supported capital budget for 2023, so any projects that are sitting below that cut-off are noted as “Deferred” and are included in the forecast for 2024. All other projects are slated for Council approval once the Board approves.

Tax Supported Projects

Project	Summary	Budget
General Collection Development for Library Materials (SOGR)	Recurring annual budget for the continued development of our core loaned materials. Requested through Capital process, reflected in Operating.	\$1,126,600
New Brand Identity Implementation (Growth)	Supporting the rollout of our exciting new brand identity, to drive deeper and new interest in the library and relevance to the community. Includes signage, print and digital collateral, merchandise, other branded assets.	\$150,000
Browsery Enhancement Project Phase I (Growth)	Engineering plans for the renovation of Central branch’s main floor browsery area. Pivots the space to a community lounge to meet user demand and create a more inviting and usable space for visitors.	\$50,000
Library Connectivity Wiring (Growth)	Design study to add power supply to work tables at Central branch, responding to customer needs and expectations.	\$10,000
<u>Deferred</u> Window Film Installation OR Library (SOGR)	Window film at the Oak Ridges branch to help preserve the library’s book collection and prevent further sun damage.	\$90,000

<u>Deferred</u> Merchandising Displays Pilot Project (SOGR)	Pilot project to replace outdated displays and apply in-branch retail merchandising principles and practices, to drive greater awareness and usage of library offerings.	\$25,000
<u>Deferred</u> Library Study Tables (SOGR)	Replace student study tables at the Richmond Green branch, including adding power and USB outlets for mobile devices and laptops.	\$20,000
<u>Deferred</u> Library Collaborative Study Space Phase I (Growth)	Design study to convert Richmond Green branch's outdated computer area into a new collaborative study space, which will facilitate group studies and classes for students.	\$15,000
<u>Deferred</u> Library Room Rental Chairs (Growth)	New chairs for the Richmond Green branch to support private rentals once the school year ends.	\$10,000

Non-Tax Supported Projects

Project	Summary	Budget
General Collection Development (Growth)	Recurring annual budget for the growth of our core loaned materials, including a Library of Things.	\$377,700
Data Strategy Execution & Expansion (Growth)	Resourcing expertise for two-terms to execute on the findings of the data strategy developed with the support of an expert consultant, and to build on the proof of concept completed by the City's Data Team. Transformative initiative enabling data-informed business insights and decisions, streamlined KPI tracking, customer insights development, continuous improvement.	\$250,000

Customer Relationship Management (CRM) Solution (Growth)	Procurement and launch of a CRM platform. Brings customer data into one place and enable modern and expected customer strategies, such as customization and personalization in emails and on website, which are proven to increase engagement and retention and, therefore, helps residents maximize the full value of their library.	\$250,000
Master Plan Feasibility Study (Growth)	Feasibility study to implement the recommendations for branch renovations and enhancements stemming from the Library's new Master Plan, to be completed in May 2023.	\$175,000
Innovation Transformation (Growth)	To fund new pilots and tests that will stem from the Library's new innovation process of developing a continuous cycle of designing, testing, piloting, and learning prior to rolling out major service changes. A far more efficient and effective way of doing business and provides a risk-reduction approach to spending and future funding.	\$100,000
DEI Strategy Execution (Growth)	To execute on the outcomes of the Library's new DEI strategy, which will be completed at the end of 2022. Initiatives may include policy redevelopment, collections auditing and development recommendations, and facilities assessments/audits.	\$50,000

Below is a snapshot of the Library's 9-Year Capital Budget Forecast from 2024-2032 (in millions). This long-term forecast is for information only because it is being continually updated. Council and the Board only approve the confirmed upcoming year's budget.

Forecast Name	2023 Budget	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	2032 Forecast	Capital Forecast 2024 - 2032
	1.4	2.5	12.1	6.0	5.2	19.2	1.0	1.1	1.1	1.1	49.2
	1.4	2.5	12.1	6.0	5.2	19.2	1.0	1.1	1.1	1.1	49.2
Browsery Enhancement Project Phase I and II	0.1	0.1	-	-	-	-	-	-	-	-	0.1
Central Library Expansion	-	1.6	11.1	4.7	0.5	-	-	-	-	-	17.9
Collection Development Growth	0.4	0.4	0.4	0.4	0.4	0.4	0.5	0.5	0.5	0.5	4.0
Customer Relationship Mgmt Solution	0.3	-	-	-	-	-	-	-	-	-	-
DEI Strategy Execution	0.1	-	-	-	-	-	-	-	-	-	-
Library Connectivity Wiring	0.0	-	-	-	-	-	-	-	-	-	-
Library Feasibility Study	0.2	-	-	0.4	-	-	-	-	-	-	0.4
Library Room Rental Chairs	-	0.0	-	-	-	-	-	-	-	-	0.0
New Brand Identity Implementation	0.2	-	-	-	-	-	-	-	-	-	-
New RH Centre Library	-	-	-	-	1.9	10.0	-	-	-	-	11.9
Richmond Green Library Expansion	-	-	-	-	1.9	8.2	-	-	-	-	10.0
Window Film Installation	-	0.1	-	-	-	-	-	-	-	-	0.1
Library Collaborative Study Space Phase I	-	0.0	-	-	-	-	-	-	-	-	0.0
Data Strategy Execution and Expansion	0.3	-	-	-	-	-	-	-	-	-	-
Furniture and Non-Computer Equipment	-	0.2	0.2	0.3	0.3	0.3	0.3	0.3	0.3	0.3	2.4
Strategic and Innovation Transformation	0.1	0.1	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	2.5
Sub- Service Total	1.4	2.5	12.1	6.0	5.2	19.2	1.0	1.1	1.1	1.1	49.2
Grand Total	1.1	2.1	2.4	2.4	2.6	2.8	3.1	3.4	3.7	4.1	26.6
Service Total	1.1	2.1	2.4	2.4	2.6	2.8	3.1	3.4	3.7	4.1	26.6
Five-Year Website Refresh	-	-	0.3	-	-	-	-	-	-	-	0.3
General Collection Development	1.1	1.4	1.4	1.4	1.5	1.5	1.6	1.6	1.7	1.7	13.7
Library Study Tables	-	0.0	-	-	-	-	-	-	-	-	0.0
Merchandising Displays Pilot Project	-	0.0	-	-	-	-	-	-	-	-	0.0
Furniture and Non-Computer Equipment	-	0.7	0.7	1.0	1.1	1.3	1.5	1.8	2.0	2.4	12.5
Sub- Service Total	1.1	2.1	2.4	2.4	2.6	2.8	3.1	3.4	3.7	4.1	26.6
Grand Total	\$2.5	\$4.6	\$14.5	\$8.4	\$7.8	\$22.0	\$4.1	\$4.5	\$4.8	\$5.2	\$75.8

Finally, for your information and visibility, below are the 2023 Capital project requests related to the Library from the City departments that provide us shared services. These requests will go straight to City Council as opposed to through the Library Board first.

Project	City Department	Summary	Budget
RHPL – ILS Discovery Layer	Information Technology	Growth	\$210,000
RHPL – 2023 Library Application Evolution	Information Technology	Growth	\$200,000
2023 RHPL Public Facing Technology Replacements	Information Technology	State of Good Repair	\$180,000
RHPL – Microsoft O365 Program	Information Technology	Growth	\$131,000
2023 RHPL IT Infrastructure Replacements	Information Technology	State of Good Repair	\$120,000
RHPL – People Counter	Information Technology	Growth	\$5,000
2023 RHPL Staff Technology Replacements	Information Technology	State of Good Repair	\$40,000
CE Library – Parking Structure Repair	Facilities Management	State of Good Repair	\$1,650,000
RV-Library Carpet Replacement	Facilities Management	State of Good Repair	\$165,000
CE Library – Painting of Canopy	Facilities Management	State of Good Repair	\$60,000
Facilities Security Camera Replacement	Facilities Management	State of Good Repair	\$55,000
CE Library – Slate Floor Replacement	Facilities Management	State of Good Repair	\$40,000
(99) Roof Safety/Code Compliance	Facilities Management	State of Good Repair	\$37,500
Security Operating System Replacement	Facilities Management	State of Good Repair	\$9,000
<u>Deferred</u> CE-Library Carpet Replacement	Facilities Management	State of Good Repair	\$415,000
<u>Deferred</u> CE Library – Mechanical and Electrical System Replacement	Facilities Management	State of Good Repair	\$1,500,000



Report Subject: Non-Competitive Acquisition – Catalogue Discovery Layer for the Richmond Hill Public Library Website

Report For: Approval

Meeting Date: December 5, 2022

Staff Report #: SRLIB22.12

To: Richmond Hill Public Library Board

From: Mirza Mehdi, Manager, Digital Products, RHPL & Samir Ghafour, Project Manager, Information Technology, City of Richmond Hill

SUMMARY

As a vital element in the website experience, the catalogue discovery layer is a licensed online module that, in essence, rests between the Integrated Library System (ILS) (the database of library collection materials and account information) and the website. Its primary function is to give customers the ability to search the RHPL catalogue for books and materials, hold items, renew items, and manage their accounts when visiting the RHPL website. It is a foundational and essential component of the Library's service ecosystem.

There are two vendor products that dominate the discovery layer market for public libraries: Enterprise by SirsiDynix and BiblioCore by BiblioCommons. RHPL's current system, Enterprise by SirsiDynix, has been in place for five years and over that time has come to lack important and in-demand functionality and features. Based on customer feedback, the existing system is negatively impacting customers who are trying to use the RHPL website, and SirsiDynix has confirmed that the improvements that our customers are seeking are not part of their product roadmap. Through much research, we have determined that BiblioCommons can provide the required functionality, and

City of Richmond Hill's (CRH) Procurement and Information Technology teams are prepared to go to contract and implement once due diligence, such as a cybersecurity assessment and insurance verification, is complete.

Timing on this project is key for two reasons: First, the contract with our current vendor, SirsiDynix, expires on Dec. 31, 2022. Second, the catalogue discovery layer is highly integrated with the Library's website so it's crucial to have the discovery layer be part of the development process for the new website, which is currently underway.

Given the above, we would like the Board to approve the non-competitive acquisition of a new discovery layer product and its accompanying integrated products, changing vendors from SirsiDynix to BiblioCommons as it is the only solution that meets the Library's functional and user needs. The BiblioCommons quote for the bundle is \$73,197. Board approval will allow us to continue to move forward with the remainder of the due diligence process without the risk of wasted effort, will enable us to enter into a contract once that due diligence is complete, will build an efficient and expedient development process, and will address concerns to improve the customer experience.

RECOMMENDATION

That the Richmond Hill Public Library Board:

1. Approve the non-competitive acquisition of the customer-facing catalogue discovery layer and accompanying integrated digital products from BiblioCommons.

RATIONALE

One of the Priority Areas in the RHPL 2021-2025 Strategic Plan is "Accelerated Digital Experiences", to be realized through the execution of these strategies:

- Redevelop the RHPL website
- Integrate personalization into experience
- Develop a digital product strategy that modernizes the member experience

At completion of the Strategic Plan, staff quickly began to execute the first of the three strategic activities: redevelop the RHPL website. In early 2022, a vendor, Cinnamon Toast Media, was engaged for the first phase of the new website, which included creating a new website strategy and design that would modernize the customer experience and meet customer needs, including improved search functionality, robust self-serve features, and increased engagement, among other objectives.

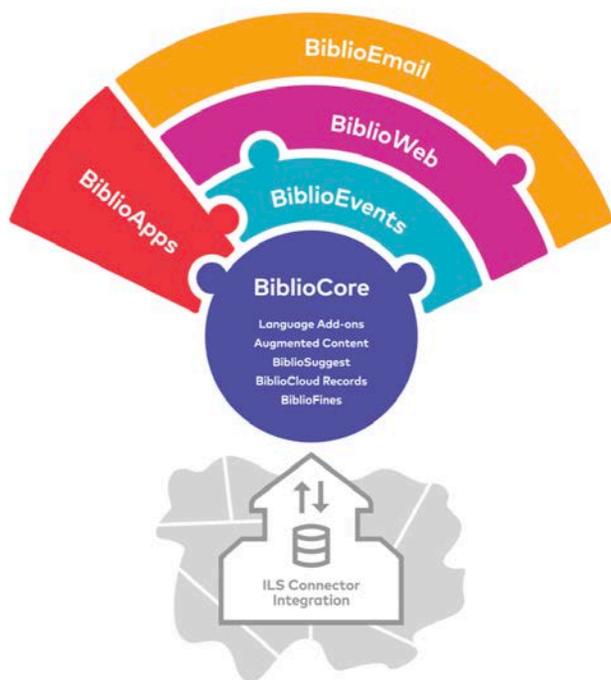
To identify opportunities and shortcomings, a holistic review of the existing website was undertaken which included extensive user research with both staff and customers (customer surveys (n=600), focus groups (n=20), and 1:1 interviews (n=10)). From these findings, a website strategy, site map, wireframes, set of page designs, and functional requirements were created to realize the website strategy. Together, these elements form the building blocks for the development of the new website, and will include numerous new features and functions that Library customers indicated were important and desired. By implementing these features and functions, the website is expected to increase satisfaction from current Library users and attract new users.

A key element of improving the user experience for both customers and staff resides in the catalogue discovery layer, whose functionality will include, but is not limited to:

- Allowing users to search for books and other materials in the library collection and to receive relevant search results
- Placing books/materials on hold
- Managing user account preferences
- Customer-created reading lists and favourites
- Customer ability to recommend and comment on books in the collection
- Staff-curated book lists for promotional purposes
- Service in languages other than English
- Increased opportunities for self-service
- Well-integrated programming management and calendaring features

An in-depth gap analysis of the two main competitors, Enterprise by SirsiDynix (our existing system) and BiblioCore by BiblioCommons, was undertaken collaboratively between CRH Information Technology and RHPL's Digital Product Manager. A

thorough review of our existing discovery layer solution, which also included SirsiDynix representatives, revealed that Enterprise does not fulfill a number of the requirements identified in the website strategy, and similarly does not provide the desired level of user experience that the new website strategy determined to be in-demand by customers. Comparatively, the analysis also revealed that BiblioCore met all the high-priority functional requirements and was better able to support RHPL's new website strategy. The diagram below provides an overview of how BiblioCommons' technology stack is organized. RHPL's goals would be accomplished using BiblioCore, BiblioEvents, and BiblioApp.



Justification for Non-Competitive Acquisition

Working closely with CRH Information Technology and Procurement teams, the analysis showed that there are only two main vendors in this space, and only BiblioCommons offers a product that meets the highest priority customer requirements, specifically the need for accurate and high-quality catalogue search results.

The quality and relevance of website searches is critical to user satisfaction and conversion. A recent study from Forrester Research reports that 43% of website visitors

immediately navigate the search bar and prioritize it over other website features. This same research shows that website searchers are two to three times more likely to convert than users who do not use the search feature (March 2022). The importance of a high-quality search feature cannot be underestimated. RHPL's specific website requirements that can only be supported by BiblioCommons include:

- **Universal Search** – Internal customer research, consisting of user journey mapping and user interviews, made clear that users of the library website want one search feature that searches the catalogue, other library resources, website content, and the programming calendar/offering. Only BiblioCore supports this website functionality. The alternative and current vendor, SirsiDynix, requires users to navigate between two separate website search features: one that searches the catalogue and one that searches everything else. Customers have clearly stated that the current user experience with multiple search features due to the Enterprise discovery layer, is a significant pain point, is not intuitive and makes the current website confusing and difficult to navigate, resulting in less-than-optimal customer satisfaction, potentially eroding customer retention and growth.

- **Highly Relevant Search Results** – High quality search functionality refers to the relevance of search results returned by the search engine in relation to what the user is seeking. High quality search results are essential for customer satisfaction. Research conducted by Microsoft shows that 84% of website searchers want to find the information they need by themselves using search engines. Furthermore, 68% of searchers would not return to a site that provides a poor search experience. Internal tests of both the BiblioCore and Enterprise show that only BiblioCore provides highly relevant search results. In our gap analysis results, BiblioCore scored a 12 out of 12 (Pass) whereas SirsiDynix scored a 3 out of 12 (Fail) for the following search tests:
 - Keyword search returns relevant results on the first page, including hard copies, e-copies, audio books
 - Partial keywords search returns relevant results

- Returns relevant and accurate resources based on a search query

RHPL has obtained both verbal and written confirmation from SirsiDynix that Enterprise does not have the required functionality described above, and that their product development roadmap does not include this functionality, nor do they know when or if they will build it.

Given the rationale that BiblioCommons is the only potential vendor within a specialized and small market whose product can meet RHPL's business and user requirements, the CRH Procurement Office has been consulted on the approach and is aligned that justification for a non-competitive acquisition exists. RHPL Procurement Policy justification includes:

1. Section 9.1 (d): "The complete items, services, or systems being unique to one supplier and no alternatives or substitutes existing within Canada."
2. Section 9.1 (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."

Budget Impact

The current annual cost in 2022 for SirsiDynix is \$26,823. The quoted fee from BiblioCommons is \$29,468, with a 3.45% annual increase during the life of the contract and a one-time set up fee of \$16,476. Further to the basic costs for BiblioCore's discovery layer, BiblioCommons also offers several integrated solutions for our priority features and functions. The CRH Procurement Office has advised that these be bundled for efficiency in the procurement, cybersecurity assessment and insurance processes. These additional features are:

- BiblioEvents – a user-friendly, fully responsive events calendar to manage and promote Library programs and events (\$6,000 + \$3,988 set up fee)

- BiblioApps, including self-check and RFID – A mobile app for convenient service on-the-go, including the ability for customers to check-out books/materials using their phones (\$7,514 + \$4,125 set up fee)
- BiblioLanguages – The addition of languages other than English for the discovery layer and the app. RHPL would begin with French and Simplified Chinese (\$4,000 for discovery layer and \$1,000 for the app + \$626 set up fee)

RHPL's current solutions for the above services are out of date and sub-standard and are in need of replacement. The addition of languages other than English is an important opportunity for RHPL to be more relevant to residents, and not only advances our website strategy, but our Diversity, Equity and Inclusion objectives as well. Should RHPL opt to not purchase the add-on features listed above from BiblioCommons, some of them would need to be sourced from other vendors, in particular an events management application and a mobile app, which are standard services expected by Library customers.

The estimated cost of the full bundle from BiblioCommons, including the discovery layer and the add-ons listed above, is estimated to be \$47,982 + \$25,215 one-time set up fees, totaling \$73,197. Final costs will be reflected in the contract, but City IT's 2023 Capital Budget request for this project is for \$210,000, which includes the first year of operating cost, the one-time implementation fees, and the resources to conduct the system integration. This capital project will be brought before City Council for pre-approval on December 7th, 2022. The annual costs for the BiblioCommons discovery layer bundle will then be factored into Library's Operating Budget starting in 2024.

RHPL staff strongly believe the positive impacts to customer satisfaction and to the Library's reputation as a relevant digital brand that meets modern user needs will create the opportunity to increase retention and expand use of the Library in the community, which will outweigh the small increase in annual costs.

Next Steps

The City IT team is currently working with BiblioCommons to complete their due diligence review, including a cybersecurity risk assessment and insurance verification. BiblioCommons is a well-known and reputable company that services some of the largest public library websites across North America. Should any requirements of an executable contract, such as cybersecurity or insurance requirements, not be met by the vendor, however, then the procurement will not be completed and the Library will need to renew with its current vendor.

Board approval at this time-sensitive stage will allow us to continue to move forward with the remainder of the due diligence process without the risk of wasted effort, will give us the ability to move into contract once that due diligence is complete, will enable a best practice integrated development process and avoid duplicative development work, and will improve the customer experience in the ways customers are demanding.



Member Motion

Section 5.4.4(b) of Procedure By-law

Meeting:	Council
Meeting Date:	December 7, 2022
Subject/Title:	Family Literacy Day
Submitted by:	Regional and Local Councillor Chan

WHEREAS on January 27 each year, communities across Canada celebrate Family Literacy Day with activities such as reading and learning to promote literacy for family as a whole with parents reading to children and learning together to stimulate interest in reading and developing learning habits among children;

WHEREAS the theme for 2023 Family Literacy Day is “Celebrate Your Heritage” and Richmond Hill Public Library will be offering Family Storytimes and craft-based activities that promote exploring family’s heritage on January 27, 2023;

WHEREAS Richmond Hill Public Library extend support for literacy beyond reading with programs and initiatives to develop other core literacies in the community such as financial, numerical and technology literacy;

WHEREAS Richmond Hill will commemorate 150 years and celebrate its heritage in 2023 that fit with the theme of Family Literacy Day of “Celebrate Your Heritage”;

NOW THEREFORE BE IT RESOLVED THAT:

Council recognizes the importance of promoting reading and learning together as a family to raise levels of literacy and supports the celebration of our heritage by declaring Family Literacy Day on January 27, 2023.

Moved by: Deputy Mayor and Regional & Local Councillor Godwin Chan