



A Regular Meeting of
the Richmond Hill Public Library Board
will be held in the boardroom at Central Branch
on Thursday, October 17, 2024 at 4:00pm

AGENDA

1.0 Call to Order

2.0 Land Acknowledgement Read by Board Chair

We are gathering on lands that have been home to First Nations Peoples from time immemorial. We acknowledge that what we now call Richmond Hill is on the Treaty Lands and Territory of the Mississaugas of the Credit First Nation and the Mississauga and Chippewa Nations of the Williams Treaty. We also recognize that we are on part of the traditional territories of the Haudenosaunee and the Huron Wendat.

We would also like to acknowledge all First Nation, Inuit and Métis peoples from across North America, also known as Turtle Island, who now reside in the City of Richmond Hill. We are committed to rebuilding constructive and cooperative relationships.

3.0 Regrets

4.0 Adoption of Agenda

4.1 Opening Remarks Board Chair

4.2 Adoption of Agenda

5.0 Disclosure of Pecuniary Interest and the General Nature Thereof

6.0 Delegations

None

Approval of Consent Agenda Items

All Consent Agenda Items (*) are considered to be routine, which require no discussion or debate, and are recommended for approval by the Chair. They may be enacted in one motion or any item may be held for discussion.

7.0 Minutes

7.1 * Library Board Finance Steering Committee Draft Minutes – June 20, 2024

7.2 *Library Board Draft Minutes – September 26, 2024

8.0 Presentations

None

9.0 Reports

- 9.1 Election of Chair and Vice-Chair Report SRLIB24.17**
- 9.2 2025 Capital and Operating Budget Report SRLIB24.18**
- 9.3 2024 Q2 Financial Report SRLIB24.19**
- 9.4 2024 Q3 Strategic Plan Progress Report SRLIB24.20**
- 9.5 *Response to Shelagh Harris Gift Report SRLIB24.21**

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

- 10.1 Labour relations or employee negotiations.**

11.0 Resolution to Reconvene in Open Session

12.0 Adoption of Recommendations Arising from Closed Session (if any)

13.0 New Business

13.1 New Motions

13.1.1

13.2 *Correspondence

13.2.1

13.3 Member Announcements

14.0 Date of Next Meetings

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

Thursday, January 16, 2025 @ 4:00 p.m. at Central Branch

15.0 Adjournment

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



RHPL Board Finance Steering Committee Minutes

Thursday, June 20, 2024 at 3:00pm

Central Branch

Chair: Sadra Nasseri

Members In Attendance:

- Sadra Nasseri, Chair
- Sugantha Raj, Vice-Chair
- Robin Fribance, Interim CEO
- Shawn Dillon, Finance Administrative Assistant
- Susan Quinn, Secretary

Guests/Presenters:

- Lisa Chen, Manager, Fiscal Planning and Strategy, City of Richmond Hill
- Shirley Tu, Manager, Accounting and Reporting, City of Richmond Hill
- Andrew Li, Supervisor, Operating Budgets, City of Richmond Hill
- Jasdeep Singh, Manager, Grant Thornton LLP
- Thanima Maria Varghese, Manager, Grant Thornton LLP

Member Regrets:

- Stephen Chait
- RHPL Manager, Fund Development (vacant)

Agenda

1. Agenda adoption
2. Minutes of last meeting approval
3. 2023 Year-End Audited Financial Statement Report FCSRLIB24.04/ R. Fribance
4. New Business
5. Adjournment

1. Agenda Review and Adoption

Motion: FC24.14

That the agenda be adopted.

Moved by: S. Quinn

Carried

2. Minutes Approval

Motion: FC24.15

That the draft minutes of May 2, 2024 be approved.

Moved by: R. Fribance

Carried

3. 2023 Year-End Audited Financial Statements Report FCSRLIB24.04 / R. Fribance

Key Discussion Points / Options Considered / Criteria Used in Decision-Making

- Jasdeep and Thanima from Grant Thornton advised that the financials presented fairly, no significant risks and no issues
- Jasdeep also noted that there were no PSAB Accounting or Auditing Developments applicable to Public Libraries

Motion: FC24.16

That the *2023 Year-End Audited Financial Statements Report* be received as information and recommended to the Board for approval and receipt.

Moved by: S. Dillon

Carried

Next Steps

Action Item 1: Provide Grant Thornton with board motion that draft audited financials were approved

Accountable: S. Quinn

Due date: June 21, 2024

Action Item 2: Grant Thornton to send management representation letter for CDEO to sign & return to them

Accountable: S. Dillon

Due Date: June 2024

Action Item 3: Grant Thornton to send final approved audited financial statements for RHPL files

Accountable: S. Dillon

Due Date: June 2024

4. New Business

- S. Nasserli asked when the 2025 budget process was starting and wanted to ensure that the Board had sufficient time for review prior to City deadlines in November
- R. Fribance replied that it is starting next week and the Board will follow the same process in past years, with the draft budget going to BFSC at the regular meeting in September and final budget to the BFSC and Board at the regular meeting in October

5. Adjournment

Motion: FC24.17

That the meeting be adjourned at 3:18 pm.

Moved by: S. Raj

Carried

Secretary: S. Quinn

Approved by Chair: S. Nasser



The Richmond Hill Public Library Board

Thursday, September 26, 2024

DRAFT MINUTES

The Richmond Hill Public Library Board held a regular meeting on Thursday, September 26, 2024 at 3:00 p.m. in the boardroom at Central Branch, 1 Atkinson Street, Richmond Hill, Ontario.

Present:

Stephen Chait, Chair

Jason Cherniak

Councillor Carol Davidson

Councillor Castro Liu

Jennifer Paige

Mona Shahnazari

Councillor Scott Thompson

Staff:

Bruce Gorman, CEO

Robin Fribance, Director, Strategy & Service Innovation

Joshua Dyer, Director, Collections & Community Engagement

Mirza Mehdi, Manager, Digital Products

Matthew Leung, Supervisor, Application Services, Information Technology, City of Richmond Hill

Shaun McDonough, Business Intelligence & Data Analyst

Shawn Dillon, Finance and Administrative Assistant

Susan Quinn, Executive Assistant and Governance Coordinator

1.0 Call to Order

The Chair called the meeting to order at 3:02 p.m.

2.0 Land Acknowledgement Read by Board Chair

3.0 Regrets

Sadra Nasseri

Sugantha Raj (resigned effective September 15, 2024)

4.0 Adoption of Agenda

4.1 Opening Remarks Board Chair

Board Chair, Stephen Chait, “On Monday we observe the National Day for Truth and Reconciliation. We encourage all Richmond Hill residents and library users to wear orange to honour the thousands of survivors of residential schools. Reconciliation is everyone’s responsibility and begins with participation, education and reflection.”

Board Chair also welcomed our new CEO, Bruce Gorman; thanked Robin Fribance for her service as Interim CEO; and welcomed new board member Jennifer Paige.

4.2 Adoption of Agenda

Motion:

24:82

Moved by:

M. Shahnazari

Seconded by:

Councillor C. Liu

THAT the Agenda of September 26, 2024 be adopted.

CARRIED UNANIMOUSLY

5.0 Disclosure of Pecuniary Interest and the General Nature Thereof

There were no disclosures of pecuniary interest.

6.0 Approval of Consent Agenda Items

Motion:

24:83

Moved by:

J. Cherniak

Seconded by:

J. Paige

THAT the Richmond Hill Public Library Board approves the consent agenda.

CARRIED UNANIMOUSLY

7.0 Minutes

7.1 Library Board Special Meeting Draft Minutes – July 23, 2024 (Adopted by Consent)

Motion:

24:84

Moved by:

J. Cherniak

Seconded by:

J. Paige

THAT the Draft Minutes of July 23, 2024 be adopted.

CARRIED UNANIMOUSLY

8.0 Presentations

None

9.0 Reports

9.1 Richmond Hill Public Library Social Return on Investment Report SRLIB24.13

Motion:

24:85

Moved by:

Councillor C. Davidson

Seconded by:

Councillor S. Thompson

That the Richmond Hill Public Library Board receive the report for information.

CARRIED UNANIMOUSLY

9.2 2024 Q2 Strategic Plan Progress Report SRLIB24.14

Motion:

24:86

Moved by:

M. Shahnazari

Seconded by:

J. Cherniak

That the Richmond Hill Public Library Board receive the 2024 Q2 Strategic Plan Progress Report for information.

CARRIED UNANIMOUSLY

9.3 Non-Competitive Procurement Report SRLIB24.15

Motion:

24:87

Moved by:

Councillor C. Davidson

Seconded by:

J. Paige

That the Richmond Hill Public Library Board approve a single source acquisition for development and implementation of RHPL's Website from Mugo Web.

CARRIED UNANIMOUSLY

9.4 Public Art Policy Update Report SRLIB24.16

Motion:

24:88

Moved by:

J. Chernaik

Seconded by:

Councillor C. Davidson

That the Richmond Hill Public Library Board refer the Public Art Policy to the Board Intellectual Freedom Committee for updating, and then bring back to the Board for approval.

CARRIED UNANIMOUSLY

9.5 Display Policy Update Report SRLIB24.17

Motion:

24:89

Moved by:

J. Chernaik

Seconded by:

Councillor C. Davidson

That the Richmond Hill Public Library Board refer the Display Policy to the Board Intellectual Freedom Committee for updating, and then bring back to Board for approval.

CARRIED UNANIMOUSLY

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

10.1 Personal matters about an identifiable individual.

Motion:

24:90

Moved By:

S. Chait

Seconded by:

J. Paige

THAT the Board move into Closed Session for a Personal matters about an identifiable individual.

CARRIED UNANIMOUSLY

At 4:06 p.m. the Board moved into Closed Session.

11.0 Resolution to Reconvene in Open Session

At 4:22 p.m. the Board returned to Open Session.

12.0 New Business

12.1 New Motions

Motion:

24:91

Moved by:

J. Cherniak

Seconded by:

Councillor S. Thompson

That the Richmond Hill Public Library Board:

1. Approve the declaration of a vacancy on the board due to the resignation of member Sugantha Raj; and
2. Notify the appointing council accordingly (PLA R.S.O. 1990, c. P.44, s. 13).

CARRIED UNANIMOUSLY

12.2 *Correspondence

12.2.1 CBC article and report on The National, dated August 23, 2024 –

Re: Safety and Security in Libraries

CBC Print Article: <https://www.cbc.ca/news/canada/public-library-security-incidents-1.7302588>

The National: <https://www.cbc.ca/player/play/video/9.6488795>

12.2.2 The Richmond Hill Liberal article, dated August 28, 2024 – Re:

Mon Sheong Foundation’s photo exhibition showcases six decades of Chinese community development

https://www.yorkregion.com/life/mon-sheong-foundation-s-photo-exhibition-showcases-six-decades-of-chinese-community-development/article_836c038d-3f42-5fcf-b944-bf65e9141dc6.html

12.2.3 The Auroran article, dated September 17, 2024 – Re: Library CEO

Gorman set for Richmond Hill move

12.3 Member Announcements

12.3.1 Board Vacancy Update – R. Fribance

12.3.2 Initiate Process to Select New Board Chair and Vice-Chair for
October – S. Chait

13.0 Date of Next Meeting

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

Thursday, October 17, 2024 @ 4:00 p.m. at Central Branch

14.0 Adjournment

Motion:

24:92

Moved by:

S. Chait

Seconded by:

Councillor C. Liu

THAT the meeting be adjourned at 4:35 p.m.

CARRIED UNANIMOUSLY

Approved by:

Stephen Chait
Chair

Bruce Gorman
CEO



Subject: Election of the Chair and Vice-Chair of the Board

For: Information

Date: October 17, 2024

Report #: SRLIB24.17

To: Richmond Hill Public Library Board

From: Bruce Gorman, CEO

Electing the Chair of the Board

1. Bruce Gorman, Secretary of the Board, will call for nominations.
2. Nominations must be moved and seconded. Movers and seconders must be present at the meeting.
3. B. Gorman will ask each nominee if they are prepared to stand for election. The name of anyone not prepared to stand for election is dropped. A person who is not present at the meeting may be nominated, but must provide written consent to the Secretary in advance of the meeting.
4. B. Gorman will ask if there are any further nominations. If there are none, B. Gorman will ask for the following motion:

That the Richmond Hill Public Library Board:

1. *closes the nominations for the election of Chair of the Board.*

This motion must be moved, seconded and carried by a show of hands.

Acclamation

If there is only one nomination, B. Gorman will declare that person duly elected by acclamation.

Voting

1. If there are two or more nominations, B. Gorman will conduct a ballot vote. Ballot slips will be distributed and each member may vote for only one person (who may be themselves). B. Gorman will announce the number of votes cast for each candidate, in alphabetical order.
2. If there are two nominations, B. Gorman will declare the person with the highest number of votes elected. If the result is a tie, B. Gorman will reopen nominations and call for another vote. If there is still a tie, S. Quinn will supervise the drawing of lots to decide who is elected.
3. If there are three or more nominations, the person with the lowest number of votes after the first ballot will be dropped from voting, and balloting will be repeated until a winner is declared.

Electing the Vice-Chair of the Board

The newly elected Chair of the Board (if present), or B. Gorman (if the newly elected Chair is not present) will conduct the election for a Vice-Chair as outlined above.



Subject: 2025 Capital and Operating Budgets Report

For: Approval

Date: October 17, 2024

Report #: SRLIB24.18

To: Richmond Hill Public Library Board

From: Bruce Gorman, CEO

SUMMARY

The 2025 Draft Capital and Operating Budget Report was received by the RHPL Board Finance Steering Committee at their September 19, 2024 meeting, which recommended it to the Library Board for receipt. The following is now a revised version of the 2025 Capital and Operating Budgets based on further review and consultation with City Finance.

RHPL's 2025 Capital and Operating Budgets balance progress on the Strategic Plan with fiscal stewardship. The 2025 Draft Capital Budget represents a reduction in project funds, comprising three projects with a total value of \$1.1M. The Draft Operating Budget proposes \$9.71M, a 9.5% increase over the base budget. Factors contributing to the Operating Budget increase include (1) collective bargaining, which is ongoing and indicating a higher than anticipated cost of living increase, including a retroactive increase to March 2024 (contributing 5.46% to the increase over the base budget), and

(2) eliminating the reliance on the Special Purpose Reserve as a tool for funding the Library's Operating Budget (contributing 5.82% to the increase over the base budget).

RHPL has exercised restraint in both the Draft Capital and Operating Budgets with fewer Capital projects (totaling \$1.1M, compared to \$2.1M in 2024), incremental savings across the Operating Budget (saving \$31,000), and restructuring budgets to make better use of Capital and Operating monies (saving \$290,000).

RECOMMENDATION

That the Richmond Hill Public Library Board approve the Draft Capital and Operating Budgets and recommend them to City Council for funding consideration.

RATIONALE

RHPL's 2025 Capital and Operating Budgets balance progress on our Strategic Plan with fiscal stewardship. The organization is building on successes of the last few years, while addressing areas for improvement, with specific attention to the remaining objectives of the 2021-25 RHPL Strategic Plan, as well as areas for improvement that were identified by customers through the Annual Customer Satisfaction Survey, the findings from which were presented to the Library Board in April 2024.

RHPL continues to advance its strategic objectives, however, challenges emerge in 2025 related to 2024's Collective Agreement negotiations, and a past reliance on what is now a dwindling Special Purpose Reserve, within the context of a municipal budget strategy that understandably emphasizes restraint.

In the sections below, this report provides an overview of RHPL's 2024 accomplishments, upon which the organization will continue to build value for the community in 2025, and overviews of the Capital and Operating Budgets. Detailed budgets are attached, as is the three-year outlook.

Highlights of 2024 Accomplishments

2024 has seen a great deal of progress on the RHPL 2021-25 Strategic Plan, including major projects that enhance and improve customers' experience with the Library, as well as those that significantly improve the Library's ability to understand and grow Library services in ways that provide maximum benefit to the community. Highlights of 2024 accomplishments are below.

Services & Programs:

- Introduced 'Library of Things'
- Introduced RHPL 'Express Branches' in 2 community centres*
- Developed 5-year makerspace expansion plan, to be implemented starting late 2024
- Introduced children's play-touch tables
- Series of art exhibits, several of which have garnered positive media attention
- Established teen community leaders group
- Partnership with York Region Food Network
- New Shakespeare on the Lawn event

Digital Modernization:

- Completed phase 2 (of 3) of the Library website, including new customer-facing digital catalogue and program management modules
- Improved mobile app
- Upgraded point-of-sale system
- Upgraded 'people counters' in all branches*
- Introduced online booking for meeting rooms and makerspace*

Space Enhancements:

- Completion of the RHPL Facilities Master Plan
- Meeting rooms at all branches equipped with state-of-the-art hybrid meeting technology
- Designed and implemented new wayfinding system for Central Branch*
- Central Branch flooring replacement and underground parking repairs

Enablement & Engagement:

- Creation of a community-based multilingual advisory group
- Completed customer experience research with parents and caregivers, with recommendations to be implemented in 2024-25
- DEI training for staff
- New roles providing (1) business intelligence and data analysis, (2) customer research and insights, (3) digital content creation
- Social Return on Investment analysis, using a new SROI toolkit provided jointly by the Province of Ontario, the NORDIK Institute, and Algoma University
- Implemented Power BI for real-time data tracking and analysis
- DEI audit of the collective agreement aimed at removing barriers to hiring and promotion
- Initiated business continuity planning specific to cybersecurity
- 3 Lean Yellow Belt completions*

Recognition:

- John Cotton Dana Award for strategic communications, awarded by the American Library Association for RHPL's new brand and visual identity. Award included a \$10,000 grant.

*NOTE: Accomplishments with * are in progress and projected to be completed by the end of the year.*

2025 Priorities

2025 is the final year of RHPL's 2021-25 Strategic Plan. As such, it is expected to see the completion of several much-anticipated initiatives. In addition, the organization is addressing some of the most urgent and significant areas for improvement based on the Annual Customer Satisfaction Survey. Key priorities for 2025 are listed below.

Services & Programs:

- Develop an in-branch single point-of-contact service model
- Implement customer experience improvements for parents/caregivers and children based on research insights and co-designed solutions
- Expand makerspace services
- Enhance multilingual collection
- Expand lendable experience passes to include local businesses and attractions

Digital Modernization:

- Implement website Phase 3 (of 3) to include modern content management system, online memberships and renewals, and universal search functionality
- Implement an in-branch digital communications and discovery solution

Space Enhancements:

- Meet customer demand for increased study/work and collaboration space
- Scale new wayfinding system to all branches

Enablement & Engagement:

- Introduce a customer relationship management solution
- Develop a comprehensive employee onboarding process
- Implement routine program evaluations to enhance data-informed decision-making
- Develop a strategy for local history collection
- Develop strategic partnership programming model with measurable outcomes
- 2026-30 strategic planning

2025 Capital Budget

Throughout 2024, the RHPL team has worked to make consistent headway on RHPL's strategic initiatives, including completing backlogged and otherwise outstanding Capital projects, many of which were delayed by pandemic-related closures and slowdowns. Of the 34 existing Capital projects, 12 are expected to be completed before the end of 2024, and another eight will be completed in 2025. This project work will clear the Capital project list of everything granted to RHPL prior to 2023.

The Library's 2025 funding envelope for Capital projects is below past years, challenging our continued focus on improving customer experience and building awareness of Library services. At the same time, RHPL recognizes that in order to proceed on future large projects, it will be necessary to utilize Development Charges currently being collected on behalf of the Library.

For 2025, only three of 12 projects have been approved within the context of the Capital Budget approval process, totaling \$1.1M. Comparing to past years, capital projects were funded in the amounts of \$1.7M (2022), \$2.7M (2023), and \$2.1M (2024). While the Library's Capital Budget request was smaller than in past years at \$1.5M, with a Capital budget reduction of this magnitude, there are a significant number of high-priority projects that the Library will not be able to complete. These include replacing end-of-life equipment, furnishings, and building infrastructure in very poor condition.

The details of the Capital Budget request are found in Attachment 1.

2025 Operating Budget

Budget Context

2024 presented some fiscal challenges for RHPL, related primarily to turnover in the CEO position. To accommodate these unanticipated costs, which equate to \$131,000, RHPL tightened its belt and is currently projected to meet the end of the year with a balanced budget. If any surpluses are realized, they will be minor.

Beginning in June 2024, RHPL entered collective bargaining, which is ongoing. Indications from the negotiations suggest a larger than projected cost of living (COLA) increase, which will be applied retroactively to March 2024 in the 2025 budget.

Further straining the Library's financial position, moving into 2025, is a need to reconsider the use of library reserves to off-set funding needs. Over the last three years the Special Purpose Reserve has been used to bridge gaps between RHPL's Operating Budget and the Municipal Operating Grant, by approximately half a million dollars annually. This half-million-dollar transfer far exceeds the amount being replenished back into the reserves from surpluses and other income sources, resulting in a depletion of the Special Purpose Reserve to \$292,850 at the end of 2024.

And lastly, in collaboration with the City's finance team, all efforts have been made to more accurately house expenses with respect to the Operating and Capital Budgets. In recent years a few items in the Library's budget have been misaligned and budgeted into the Capital Budget. Working closely with the City's finance team, it has become clear that these costs should be in the Operating Budget. In the 2025 budget, this has been corrected, which means that several ongoing expenses that, over the last one or two years shifted from Operating to Capital, have been rehoused back in Operating. This is a return to form, and has been accomplished without any increases to the Operating Budget. As an example, over the last several years, the Library had ample budget for unspecified contracts, much of which has gone unspent, while at the same time the research budget was shifted to a Capital Budget line. As research is a regular and ongoing activity, it has been reallocated back to the Operating Budget.

Budget Strategy

In response to City Council's 2025 budget strategy, which is aiming for not more than a 4% budget increase over 2024 enterprise-wide, RHPL has pursued two tactics to be as conservative with the 2025 Operating Budget as possible.

Firstly, the Library has reduced operational and discretionary budget items by \$31,000. These reductions arise from incremental savings across departments, excluding the Content department.

Secondly, and with regard to the Content department, the Library has restructured collection development expenditures to make better, more appropriate use of both the Operating and Capital Budgets allocated to building the Library's collection of books and other resources. In doing so, RHPL has reduced the collection development Operating Budget by \$290,000. The \$290,000 has not been eliminated from collection development expenditures and will not result in fewer books or materials being

purchased. Rather, this portion of the collection will continue to be developed using existing, annual approved capital dollars dating back to 2020, which have been underutilized. While the Operating Budget for collection development is furnished through the City of Richmond Hill's Repair and Replace Reserve, thereby not reducing RHPL's Municipal Operating Grant request, it does reduce the overall amount of money being requested from the City to support the Library.

In pursuing these two budget reduction tactics, the Library is proposing Operating Budget reductions totaling \$320,902.

Conversely, there are two significant pressures impacting RHPL's budget. The first is the need to accommodate higher than previously projected salary increases in the 2025 budget due to a renegotiated collective agreement which is retroactive to March 2024. In other words, 2025 needs to accommodate the projected retroactive 2024 COLA adjustment as well as the anticipated 2025 COLA increase. The COLA, step rate, and annualization increase on existing RHPL staff is projected to add \$567,800, which represents a 6.41% increase to maintain core business.

The second significant pressure results from a shift in the approach to the Special Purpose Reserve. By collaborating early and regularly with the City Manager's office and the Director of Financial Services and Treasurer's office, the Library has been granted an opportunity to eliminate its reliance on the RHPL Special Purpose Reserve. The 2025 Operating Budget, therefore, proposes that no transfer from the Special Purpose Reserve be made in 2025. This translates to an increase over the base budget for 2025 of 5.82%, but establishes a sustainable path forward, for which the Library is very grateful.

As a result of the increased funding from the City in 2025, should the Library achieve future surpluses, they will be transferred back to the City's R&R Reserve, rather than be

split 50-50 as has been the past practice. In rare cases, the Library may seek approval from the Board to carry forward surplus monies to fund special, one-time expenses. The existing Library Special Purpose Reserve shall remain in place and can also be used to fund expenses that are special and/or one-time in nature. The Special Purpose Reserve can also remain a repository for grants and other such revenues.

Summary of Changes

RHPL has applied a critical lens to the 2025 budget, ensuring that the budget reflects appropriateness with regard to Capital and Operating requests and is as conservative as possible while still pursuing strategic objectives and accommodating the growing and evolving needs of the community. After determining Operating Budget reductions of \$321,000, accommodating close to two years of higher than anticipated COLA, and eliminating our reliance on the Special Purpose Reserve, the Library's net budget is \$9,710,600. This represents an 9.5% increase over the 2024 Operating Budget. A complete budget can be found in Attachment 2.

The details of the Operating Budget are found in Attachment 2.

ATTACHMENTS

1. 2025 Capital Budget
2. 2025 Operating Budget

Richmond Hill Public Library
Capital Projects Budget 2025

Project Name	Project Cost	Tax Supported	Rate Supported	Development Charges
General Content Development	\$ 785,300	\$ 785,300	-	-
Content Development Growth	\$ 175,000	-	-	\$ 175,000
Study Pods	\$ 160,000	-	-	\$ 160,000
3rd Floor Central Wiring	\$ 125,000	\$ 125,000	-	-
Browsery Enhancement	\$ 50,000	\$ 50,000	-	-
Makerspace assessment	\$ 25,000	\$ 25,000	-	-
CE Children's Area minor space enhancement	\$ 50,000	\$ 50,000	-	-
RG Study Tables, Chairs	\$ 50,000	\$ 50,000	-	-
Staff room refresh (2 branches)	\$ 25,000	\$ 25,000	-	-
RG Collaboration Space	\$ 15,000	\$ 15,000	-	-
Community Engagement Placemaking Assets	\$ 10,000	\$ 10,000	-	-
Merchandising Display	\$ 25,000	\$ 25,000	-	-
Net Capital Costs	\$ 1,495,300	\$ 1,160,300	\$ -	\$ 335,000

Funded
Cut

Funded projects in 2025 **\$1,120,300**

Richmond Hill Public Library

(\$ in 000's)						
Budget Category	2023 Actuals	Preliminary Actuals Aug 31, 2024	2024 Approved Budget	2025 Draft Budget	Variance (Favourable) / Unfavourable	% Change
Personnel - Full-Time	\$ 7,562	\$ 5,061	\$ 7,859	\$ 8,427	\$ 568	
Personnel Expenditures	\$ 7,562	\$ 5,061	\$ 7,859	\$ 8,427	\$ 568	7.2%
Collection Development	1,093	754	1,119	829	(290)	
Contracts/Services	1,271	898	1,579	1,549	(30)	
Materials/Supplies	155	46	120	118	(2)	
Transfer to Reserve	56	-	-	-	-	
Transfer to R&R Reserve Fund	568	357	536	393	(143)	
Non-Personnel Expenditures	\$ 3,142	\$ 2,055	\$ 3,354	\$ 2,889	\$ (465)	(13.9%)
Total Expenditures	\$ 10,704	\$ 7,116	\$ 11,213	\$ 11,316	\$ 103	0.9%
Provincial/Other Grants	(123)	(17)	(122)	(122)	-	
Library Generated Revenue	(136)	(91)	(323)	(342)	(19)	
YRDSB Funding	(301)	(211)	(316)	(356)	(40)	
Transfer from Reserve	(516)	-	(516)	-	516	
Transfer from R&R Reserve Fund	(1,127)	(714)	(1,071)	(785)	286	
Total Revenues	\$ (2,203)	\$ (1,033)	\$ (2,349)	\$ (1,605)	\$ 744	31.7%
Net Budget	\$ 8,501	\$ 6,083	\$ 8,864	\$ 9,711	\$ 846	9.5%

Richmond Hill Public Library

Budget Category	2024 Approved Budget	Maintaining Existing Core Business		Growth / Service Enhancements	2025 Draft Budget
		Base	Annualization		
Personnel - Full-Time	\$ 7,859	\$ 484	\$ 84	\$ -	\$ 8,427
Personnel Expenditures	\$ 7,859	\$ 484	\$ 84	\$ -	\$ 8,427
Collection Development	1,119	(290)	-	-	829
Contracts/Services	1,579	(30)	-	-	1,549
Materials/Supplies	120	(2)	-	-	118
Transfer to Reserve	-	-	-	-	-
Transfer to R&R Reserve Fund	536	(143)	-	-	393
Non-Personnel Expenditures	\$ 3,354	\$ (465)	\$ -	\$ -	\$ 2,889
Total Expenditures	\$ 11,213	\$ 19	\$ 84	\$ -	\$ 11,316
Provincial/Other Grants	(122)	-	-	-	(122)
Library Generated Revenue	(323)	(19)	-	-	(342)
YRDSB Funding	(316)	(40)	-	-	(356)
Transfer from Reserve	(516)	516	-	-	-
Transfer from R&R Reserve Fund	(1,071)	286	-	-	(785)
Total Revenues	\$ (2,349)	\$ 744	\$ -	\$ -	\$ (1,605)
Net Budget	\$ 8,864	\$ 763	\$ 84	\$ -	\$ 9,711

Base Variance

\$ 763

Personnel costs increased mainly due to general cost of living adjustment, benefit cost and step level increase.

Collection Development, along with transfers to/from R&R Reserve Fund, have been reduced by a net of \$147K to reflect greater focus on growth Collections in capital.

Contracts/Services have reduced by \$30K to reflect the lower IT hardware/software and website maintenance cost.

Library Generated Revenue have increased by \$19K. It is mainly made up of the additional Debit Cards Encoded revenue based on historical actuals and recoveries of programming fees.

Funding from YRDSB have increased by \$40K to right-sized budget based on resources allocation.

Funding from Special Purpose Reserve have been removed to reflect the diminishing balances in the Reserve account.

Annualization Variance

\$ 84

It is for the annualization of the Digital Product Manager position approved with a start date of July 2024.

	<u>2025 Draft</u>			
	<u>Budget</u>	<u>2026 Outlook</u>	<u>2027 Outlook</u>	<u>2028 Outlook</u>
Expenditures				
Personnel	\$ 8,427,100	\$ 8,829,892	\$ 9,294,528	\$ 9,623,072
Collection Development	829,300	1,246,000	1,282,100	1,319,200
Contracts/Services	1,549,000	1,580,000	1,611,600	1,643,800
Materials/Supplies	117,800	120,200	122,600	125,100
Transfer to R&R Reserve Fund	392,600	601,000	619,100	637,700
Total Expenditures	\$ 11,315,800	\$ 12,377,092	\$ 12,929,928	\$ 13,348,872
Revenues				
Provincial/Other Grants	(122,200)	(122,200)	(122,200)	(122,200)
Library Generated Revenue	(341,600)	(341,600)	(461,600)	(536,600)
YRDSB Funding	(356,100)	(356,100)	(356,100)	(356,100)
Transfer from Reserve	-	-	-	-
Transfer from R&R Reserve Fund	(785,300)	(1,202,000)	(1,238,100)	(1,275,200)
Total Revenues	\$ (1,605,200)	\$ (2,021,900)	\$ (2,178,000)	\$ (2,290,100)
Net Budget	\$ 9,710,600	\$ 10,355,192	\$ 10,751,928	\$ 11,058,772

Change over prior year

6.64%	3.83%	2.85%
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Subject: 2024 Second Quarter (Q2) Financial Report

For: Receipt & Approval

Date: October 17, 2024

Report #: SRLIB24.19

To: Richmond Hill Public Library Board

From: Bruce Gorman, CEO

SUMMARY

Financial updates are provided to the Library Board on a quarterly basis. The attached Financial Reports, for the period ending June 30, 2024, reflect the expenditures and revenues to date compared to the annual budget, with a focus on significant variances and contributing operational factors. The year-to-date actuals are also presented alongside the year-to-date budget for comparison purposes. As a general guideline, revenues and expenses are assumed to occur evenly throughout the year. Given that the Q2 reports cover 6 months (January-June), the general benchmark for actual spend is approximately 50% of the total annual budget.

This Q2 report was received by the RHPL Board Finance Steering Committee at their September 19, 2024 meeting, which recommended it to the Library Board for receipt.

Attached documents include the Statement of Operations and Status of Capital Projects.

RECOMMENDATIONS

That the Richmond Hill Public Library Board:

1. Receive the *2024 Second Quarter (Q2) Financial Report* for the period ending June 30, 2024; and
2. Approve the closure of the following seven (7) completed capital projects:
 - P/000621.02 2020 Workstations & Peripherals
 - P/000912.01 2022 Master Plan Study Library
 - P/001113.01 RHPL IT Infrastructure Replacements
 - P/000911.01 2022 Digital Strategy Support
 - P/001116.01 RHPL Business Application Evolution 2023
 - P/000612.01 Materials Handling Sortation
 - P/001121.01 RHPL – ILS Discovery Layer

RATIONALE

The attached financial reports focus on the Library's Q2 results and position. Additional commentary is provided below for significant and notable variances between the budget and actuals for revenues and expenditures.

Revenue

In Q2, Library revenues generated approximately 35.5% of total budgeted revenues.

- **Library Generated Income** is only 21.7% toward the target. Budgeted revenues from new revenue streams related to the Manager, Fund

Development have not been realized due to turnover and an intentional pause in the hiring of a new Manager. Other library generated revenues such as equipment rentals, program fees, etc. are also not as robust as anticipated.

- **Grants and York Region District School Board funding** are at 13.7% and 66.7% respectively. Grants are higher than anticipated due to grants received related to staff initiatives. The remainder will be received towards the end of the year and will result in a higher than usual year-end balance. YRDSB will be at 100% when the remainder is deposited in Q3.
- **Transfer from the Special Purpose Reserve** is drawn as required and generally made at year-end.
- **Transfer from R&R Reserve Fund** is at 50% and has been allocated as per budget.

Expenditures

Library expenditures are on track with approximately 49.4% spent in the first quarter.

- **Personnel** expenditures at 49.8% spent and trending on target for the second quarter. While personnel expenditures appear to be on target, for the last three months of the year, there will be additional, unbudgeted salary costs related to the hiring of a new CEO which may push this number beyond the budget.
- **Collection Development** expenditures are at 50.4% spent and on target for the second quarter. Collection development spend may fluctuate

throughout the year depending on the timing of filled and received orders.

- **Contracts & Services** expenditures are at 48.4% spent, trending on target for the second quarter.
- **Materials & Supplies** are at 25.1% and include items such as minor capital (e.g. furniture and equipment), office and library supplies. Spending on these items are typically on an as needed basis and may fluctuate from month to month. Library staff are exercising restraint when possible due to unanticipated personnel overages.
- **Transfer to R&R Reserve Fund** is at 50% and has been allocated as per budget.

Status of Capital Projects Report

The attached chart provides an overview of the Library's capital projects that remain open as of June 30, 2024. Capital projects vary in expected delivery time from date of approval owing to their complexity or by staff or resource constraints. Staff continue to work on completing outstanding capital projects.

The following projects are complete and are recommended to be closed by the board:

- P/000621.02 2020 Workstations & Peripherals
- P/000912.01 2022 Master Plan Study Library
- P/001113.01 RHPL IT Infrastructure Replacements
- P/000911.01 2022 Digital Strategy Support
- P/001116.01 RHPL Business Application Evolution 2023
- P/000612.01 Materials Handling Sortation

- P/001121.01 RHPL – ILS Discovery Layer

Richmond Hill Public Library Reserve Activity

Donation and Bequest Reserve Fund

The Richmond Hill Public Library Board Donation and Bequest Reserve Fund is used as a reserve for any monies that are donated to support the library. The Q2 reserve balance is \$664,922, currently undesignated. There is no change to this reserve in Q2.

Special Purpose Reserve

The Richmond Hill Public Library Board Special Purpose Reserve is a reserve that is used for grant carryovers or library surpluses. The Q2 Balance is \$847,550. At present it is allocated as follows:

- \$36,000 for 2022 Community Foundations of Canada Grant
- \$516,200 is allocated to supported 2024 operational needs
- \$295,350 is unallocated

Q2 Summary

Overall, actual spend is trending slightly higher at 53.1% of the annual budget, compared to the benchmark of 50.0% for the end of the second quarter. RHPL operations results are mostly in line, with a slight discrepancy based on revenues that have not yet accrued, specifically the Public Libraries Ontario Grant, Pay Equity Grant, a draw from the Special Purpose Reserve, and the unrealized revenues associated with the intentional pause of hiring for the Manager, Fund Development role.

BACKGROUND

The following standing note will serve as background for all 2024 operating reports:

In the personnel expenditures budget, salaries and benefits involve incremental costs throughout the year due to the application of cost of living, grade and step rate increases. In most cases, cost of living, grade and step rate increases are anticipated and budgeted. Personnel gapping savings may occur due to temporary vacancies from attrition, promotions, turnover, maternity leaves and other unpaid absences. RHPL has experienced an organizational change at the senior leadership level in Q1. The full operational impact of the change is yet to be determined but the result of the change will likely have an impact on the final yearend personnel costs, if personnel gapping savings are not sufficient to offset those costs.

Collection development includes the cost of acquiring materials, in addition to the costs of processing and cataloguing them. These costs are subject to the timing and volume of major publishing seasons. As well, costs are incurred at the point when an order is filled and received by the Library, which can be a few short weeks or many months after an order has been placed. As a result, collection development costs are often incurred on an irregular basis. However, total annual spend is expected to approach budget.

A third area of expenditure relates to the public-service dominated contracts and services costs. Inventory control, the bulk of which is information technology, includes maintenance fees and service contracts. General contracts are for services provided to the Library by a third-party company needed by the Library year over year. The majority of these costs include IT support and maintenance contracts, which vary in terms of timing and frequency, resulting in irregular or periodic expenditures.

Approximately 50% of the Library collection development costs are self-funded through a transfer to the City's Infrastructure R&R Reserve Fund. The annual total

transfer will match the budget, as it is expected that RHPL will fully spend the collection development budget.

The last expenditure category is for materials and supplies. These expenses will occur irregularly throughout the year, on an as needed basis, and will represent more or less the budget by the quarterly reporting period, due to timing of payments.

ATTACHMENTS

1. RHPL Statement of Operations for the period ended June 30, 2024
2. RHPL Status of Capital Projects for the period ended June 30, 2024



2024 Operating Results
RICHMOND HILL PUBLIC LIBRARY BOARD
Overall Summary

	2023	2024	2024	Variance	Actuals %
	Actuals	YTD Actuals	Approved	Fav/(Unfav)	to Budget
			BUDGET		
Expenditures					
Personnel	7,562,116	3,915,554	7,859,300	3,943,746	49.8%
Collection Development	1,092,974	563,764	1,119,300	555,536	50.4%
Contracts/Services	1,270,980	765,558	1,580,200	814,642	48.4%
Materials/Supplies	154,783	29,787	118,500	88,713	25.1%
Transfer to Reserve	55,553	-	-	-	0.0%
Transfer to R&R Reserve Fund	567,700	267,799	535,600	267,801	50.0%
Total Expenditures	10,704,105	5,542,463	11,212,900	5,670,437	49.4%
Revenues					
Provincial/Other Grants	(122,934)	(16,730)	(122,200)	(105,470)	13.7%
Library Generated Revenue	(136,471)	(70,093)	(322,800)	(252,707)	21.7%
YRDSB Funding	(300,900)	(210,800)	(316,200)	(105,400)	66.7%
Transfer from Reserve	(516,200)	-	(516,200)	(516,200)	0.0%
Transfer from R&R Reserve Fund	(1,126,600)	(535,650)	(1,071,300)	(535,650)	50.0%
Total Revenues	(2,203,105)	(833,273)	(2,348,700)	(1,515,427)	35.5%
Net Budget	8,501,000	4,709,190	8,864,200	4,155,010	53.1%



2024 Operating Results
RICHMOND HILL PUBLIC LIBRARY BOARD
Overall Summary

YTD Actuals vs YTD Budget

	<u>2024</u>	<u>2024</u>	<u>Variance</u>	<u>Actuals %</u>
	<u>YTD Actuals</u>	<u>YTD Budget</u>	<u>Fav/(Unfav)</u>	<u>to Budget</u>
Expenditures				
Personnel	3,915,554	3,929,700	14,146	99.6%
Collection Development	563,764	559,700	(4,064)	100.7%
Contracts/Services	765,558	790,100	24,542	96.9%
Materials/Supplies	29,787	59,300	29,513	50.2%
Transfer to Reserve	-	-	-	0.0%
Transfer to R&R Reserve Fund	267,799	267,800	1	100.0%
Total Expenditures	5,542,463	5,606,600	64,137	98.9%
Revenues				
Provincial/Other Grants	(16,730)	(61,100)	(44,370)	27.4%
Library Generated Revenue	(70,093)	(161,400)	(91,307)	43.4%
YRDSB Funding	(210,800)	(158,100)	52,700	133.3%
Transfer from Reserve	-	(258,100)	(258,100)	0.0%
Transfer from R&R Reserve Fund	(535,650)	(535,700)	(50)	100.0%
Total Revenues	(833,273)	(1,174,400)	(341,127)	71.0%
Net Budget	4,709,190	4,432,200	(276,990)	106.2%

Attachment 2

BUDGET APPROVAL YEAR	WBS NO.	WBS DESCRIPTION	APPROVED BUDGET	PTD ACTUAL EXPENSES	NET BUDGET UNDER (OVER) (BUD - PTD)	% Completed	Status	Estimated Time of Completion
2019	P/000615.01	2019 STEAM Tech RV&RG	30,000.00	23,847.18	6,152.82	79.49%	In Progress	Q4 2024
2019	P/000612.01	2019 Auto Materials Handling Sordatto	200,000.00	156,899.38	44,503.62	77.75%	Complete	
2019	P/000621.01	2019 Workstations&Peripherals	319,500.00	243,093.89	76,406.11	76.09%	In Progress	Q1 2025
2019	P/000617.01	2019 Maker Space Equipment CE	25,000.00	5,917.71	19,082.29	23.67%	Design Phase	Q4 2024
2020	P/000621.02	2020 Workstations & Peripherals	250,000.00	249,551.21	448.79	99.82%	Complete	
2020	P/000783.01	Collection Inventory	141,600.00	54,624.11	86,975.89	38.58%	In Progress	Q4 2024
2021	P/000795.01	Website Redesign	300,000.00	213,456.61	86,543.39	71.15%	In Progress	Q4 2024
2021	P/000794.01	Cash Registers / POS System	68,600.00	15,043.92	53,556.08	21.93%	In Progress	Q4 2024
2021	P/000620.03	2021 Collection Development	356,000.00	41,268.97	314,731.03	11.69%	In Progress	Q4 2024
2022	P/000911.01	2022 Digital Strategy Support	250,000	250,000	0	100%	Complete	
2022	P/000612.01	2022 Movie Plan Study Library	101,200	101,190.19	9.85	100%	Complete	
2022	P/000620.04	2022 Collection Development	366,700.00	166,510.17	200,189.83	45.41%	In Progress	Q4 2024
2022	P/000796.03	2022 Strategic Planning Initiatives	100,000.00	25,438.98	74,561.02	25.44%	In Progress	Q4 2024
2023	P/001113.01	RHPL - IT Infrastructure Replacements	120,000	119,527.43	472.57	100%	Complete	
2023	P/001118.01	RHPL Business Application Evolution 2023	200,000	195,664.33	24,169.88	98%	Complete	
2023	P/001121.01	RHPL - ILS Discovery Layer	210,000	176,618.98	34,381.02	84%	Complete	
2023	P/001114.01	RHPL - Public Facing Technology Repl.	180,000.00	140,632.64	39,367.36	78.13%	In Progress	Q1 2025
2023	P/001052.01	New Brand Identity Implementation	150,000.00	92,480.63	57,519.37	61.65%	In Progress	Q4 2024
2023	P/001050.01	Data Strategy Execution and Expansion	250,000.00	134,419.27	115,580.73	53.77%	In Progress	Q2 2025
2023	P/001115.01	RHPL - Staff Technology Replacements	40,000.00	17,495.22	22,504.78	43.74%	In Progress	Q1 2025
2023	P/001122.01	Library - Digital Modernization Program	250,000.00	47,729.08	202,270.92	19.09%	In Progress	Q3 2025
2023	P/001054.01	Innovation Transformation	100,000.00	5,137.28	94,862.72	5.14%	In Progress	
2023	P/001053.01	DEI Strategy Execution	50,000.00	203.52	49,796.48	0.41%	Design Phase	Q4 2024
2023	P/001051.01	Customer Relationship Mgmt Solution	250,000.00	0	250,000.00		defer	2025 Onwards
2023	P/001118.01	RHPL - People Counter	50,000.00	0	50,000.00		In Progress	Q1 2025
2023	P/001117.01	RHPL - Microsoft O365 Program	131,000.00	0	131,000.00		In Progress	Q4 2025
2023	P/000620.05	2023 Collection Development	377,700.00	0	377,700.00		Design Phase	2025 Onwards
2024	P/001148.01	RHPL - IT Foundational Program 2024	130,000.00	68,920.45	61,079.55	53.02%	In Progress	Q1 2025
2024	P/001197.01	Digital Strategy Pilots and Implement.	175,000.00	53,276.64	121,724.36	30.44%	Study Phase	2025 Onwards
2024	P/001116.02	RHPL Business Application Evolution 2024	320,000.00	73,903.25	246,096.75	23.09%		Q2 2025
2024	P/001219.01	RHPL Strategic Planning	100,000.00	8,471.52	91,528.48	8.47%	Procurement Phase	2025 Onwards
2024	P/001199.01	Oak Ridges Library Public Furniture	80,000.00	5,545.92	74,454.08	6.93%	Procurement Phase	2025 Onwards
2024	P/001198.01	Express Branch Pilot	150,000.00	0	150,000.00		Procurement Phase	Q2 2025
2024	P/000620.06	2024 Collection Development	389,000.00	0	389,000.00		Design Phase	2025 Onwards
		Sum:	6,211,300.00	2,685,404.43	3,525,895.57			



Subject: 2024 Q3 Strategic Plan Progress Report

For: Receipt

Date: October 17, 2024

Report #: SRLIB24.20

To: Richmond Hill Public Library Board

From: Robin Fribance, Director, Strategy and Service Innovation

SUMMARY

This is the Q3 2024 update to the Richmond Hill Public Library Board on the progress on our Strategic Plan.

Progress on Strategic Plan Priorities is proceeding well, although three initiatives have been paused due to the turnover in the CEO position and two initiatives have been back-burnered pending conversation with the City of Richmond Hill.

Q3 saw incremental progress on the remaining initiatives. With 18 months remaining until the sunset of the 2021-25 Strategic Plan, in addition to those noted above, out of 33 initiatives, 10 are complete, 17 are on track to be completed by the end of 2025, and one is likely to be postponed to a later date and will be dependent on funding in 2026 or later.

Progress on Strategic Plan Objectives was mixed, and a larger than expected number of KPIs were below third quarter expectations. Historically, Q3 is the Library’s busiest quarter, but 2024 proved to be an anomaly. In-branch activities slowed, as did newsletter subscriber growth. Circulation of physical and digital materials was up, but database use was down, pulling down overall circulation. Digital activity, in general, continues to be robust.

In Q4 we will be looking for stronger performance in the areas that did not meet Q3 expectations and strategizing corrective measures as appropriate.

RECOMMENDATION

That the Richmond Hill Public Library Board receive the 2024 Q3 Strategic Plan Progress Report for information.

Q1 2024 PROGRESS

Strategic Plan Priorities

Priority 1: Inspiring In-person Experiences

P1.1 Launch New Central Café Completed

P1.2 Modernize Meeting Room Facilities Completed

Completed ahead of schedule. All branches now have hybrid meeting technologies.

P1.3 Develop RHPL Master Plan Completed

Plan approved by the Board May 2024.

P1.3a Explore Branch Specialization Completed

Dependency: P1.3 RHPL Master Plan

Assessment completed as part of Master Plan research.

P1.3b Access After-hours Model

Completed

Dependency: P1.3 RHPL Master Plan

Assessment completed as part of Master Plan research.

P1.4 Redesign Service Model

On track

Dependency: Organization realignment

Expected completion 2025

Priority 2: Accelerated Digital Experiences

P2.1 Redevelop RHPL Website

On track

External dependency: CRH IT, Procurement

Phase 1 completed May 15, 2023. Phase 2 completed

March 2024. Full site completion Q2 2025.

P2.2 Develop Digital Product Strategy

On track

Expected completion: Q4 2024

P2.3 Integrate Personalization

On track

Dependency: CRM System procurement & onboarding.

Initial work underway with the onboarding of the new catalogue.

Priority 3: Customer- and Mission-focused Content

P3.1 Develop Future-ready Content	On track
<i>Ongoing</i>	
P3.2 Support Entrepreneurs & Small Business	Not started
<i>Progress on this initiative is TBD, pending conversation with CRH.</i>	
P3.3 Enhance Multilingual Offerings	On track
<i>Being integrated into multiple department plans for ongoing work. Expanded multilingual digital collection and storytimes through 2024. Multilingual Community Advisory Group held kick-off meeting.</i>	
P3.4 Expand Membership in Relevant Organizations	On track
<i>No new activity in Q3 2024.</i>	
<i>Activities to date includes: partnership with Soulpepper Theatre, Black Creek Pioneer Village, Richmond Hill Performing Arts Centre; Experience Passes (museums, attractions) to ROM, McMichael Collection.</i>	

Priority 4: Expanded & Deeper Engagement

P4.1 Develop a Brand Strategy & New Identity	Completed
P4.2 Build & Execute a Marketing & Media Plan	Completed

P4.3 Integrate Proof Point of Library Value into Customer Journeys On track

Dependency: P4.1 Brand Identity, P4.2 Marketing Plan 2023 SROI complete.

P4.4 Build Librarians into Personalities On track
Dependency: P2.1 Website

With the implementation of BiblioCommons, enhanced booklists and integration with social media.

P4.5 Develop a Literacy Initiative Not started
Expected start Q4 2024, to coincide with Canadian Libraries Month.

Priority 5: Insights & Innovation

P5.1 Create an Innovation & Insights Strategy Completed

P5.2 Develop Innovation & Foresight Capabilities On track
Dependency: Organization realignment
Ongoing

Priority 6: Information & Technology Advancement

P6.1 Application Management Program On track
External dependency: CRH IT
Ongoing

P6.2 Expand Collaboration Tools On track

External dependency: CRH IT

Partially complete with Outlook, Teams, Sharepoint in place. OneDrive implementation beginning in late 2024.

P6.3 Develop Data Strategy Completed

Priority 7: Effective Governance

P7.1 Develop Financial Sustainability Strategy On hold

On hold pending recruitment of CEO.

P7.2 Conduct Board Governance Review On hold

On hold pending recruitment of CEO.

P7.3 Develop Environmental Sustainability Strategy On track

Conversation with CRH sustainability team has begun. Specific plans arising from that conversation are TBD.

P7.4 Develop Department Plans On track

Dependency: Organization realignment

Branch Experience, Innovation plans complete; Customer Experience, Community Engagement expected Q4 2024.

Priority 8: Expanded & Deeper Partnerships

P8.1 Participate at Local/Regional Planning Tables On track

Dependency: Organization realignment

Incremental start, plan included in Community Engagement Department Plan.

P8.2 Broaden Library Best Practices

On track

No new activity in Q3 2024.

Activities to date includes:

- Library visits to Vancouver area, Calgary, Seattle, Washington DC, Cambridge, Barrie
- Employee Performance Assessment program
- Governance committee
- Leadership on CULC Futures Lab
- Steering Committee for OLS “Valuing Ontario Libraries” initiative (social return on investment)
- Member of ULC Strategic Plan Steering Committee
- Initiated Multicultural Community Advisory Group
- York Region Collaborative Programming Partnership

P8.3 Expand Volunteer Program

Not started

Dependency: Organization realignment

May be deferred due to funding.

Priority 9: High-performance Organization

P9.1 Develop Culture

On track

Ongoing; Culture survey completed in Q2, with action plans being developed in Q3-4 based on the results.

P9.2 Develop Performance Management Program

On hold

External dependency: CRH HR and Organization realignment.

On hold pending recruitment of CEO.

P9.3 Align Org Structure to Strat Plan

Completed

Strategic Plan Objectives

RHPL has identified three indicators of Library health: Customer Use, Customer Satisfaction, and Customer Retention and Growth. When assessing progress toward strategic objectives, RHPL measures the success of the customer journey through the stages of interaction, perception, and outcome.

Key considerations this quarter include:

- KPIs have been reformulated based on evolving data standards and reorganized to align to the corresponding Strategic Plan Priority Objectives in the customer portfolio.
- Select strategic priorities do not have 5 comparable quarters of data to draw from based on some significant changes to vendors. In particular, the new BiblioCommons discovery layer, a new in-branch Wi-Fi vendor, and major changes to Google Analytics' measurement model mean we cannot make direct comparisons to prior measures. Wherever possible, we have adjusted for consistency. Where consistency across the past year is not possible, we have indicated so.

- 2024 targets have been set to reflect past performance, industry standards, relative performance to comparable libraries, and strategic initiatives. Where noted, 2024 will be used to validate assumptions in the targets and/or establish baselines if existing data does not yield a clear target.
- RHPL continues to address data quality issues, and while much progress has been made, there may be reason to adjust measures and/or targets as we go forward.

KPIs measure RHPL's four Customer Priorities, specifically the progress toward accomplishing the objective associated with each priority. The four priorities and their associated KPIs are:

Priority 1: Inspiring In-person Experiences

Strategic objective: Provide creative, flexible, convenient, and inclusive community spaces and service excellence.

Computer Logins

The total number of computer logins across all branches in the quarter. Demonstrates interaction with in-branch computer offerings, including desktop computers and Early Learning Stations (ELS), which are computers designed specifically for children.

Quarterly Result: Usage of RHPL computers in Q3 2024 increased 7.49% compared to Q2 2024. Increased usage of both ELS and public access computers were drivers of the growth. RHPL is 71.1% toward the annual target, slightly below expectations for the quarter.

WIFI Usage

The total number of Wi-Fi logins during the quarter. Demonstrates customer interaction with library-provided Wi-Fi.

Quarterly Result: In Q3 2024, the number of customers who logged into the Wi-Fi decreased by 19.3% over Q2 2024, however it remained 12.2% higher than Q3 2023. At the end of Q3, RHPL was 88.5% toward the annual target, exceeding expectations.

In-person Visits

The total number of customers who visited a branch in the quarter. Demonstrates the outcome of initiatives intended to drive traffic to the branches.

Quarterly Result: In Q3 2024 visitor traffic dipped by 10.3% compared to a robust Q2 2024. Visitor traffic is close to meeting the 2024 target of 73.5% to the annual target, meeting expectations for the quarter.

Priority 2: Accelerated Digital Experiences

Strategic Objective: Modern digital experiences to deliver products and services more widely, intuitively, effectively and efficiently.

Mobile App Users

The number of customers who used the RHPL mobile app, demonstrating interaction with the digital branch via mobile devices.

Quarterly Result: August was the first month RHPL began receiving data from Android users. Q3 2024 saw an average of 879 monthly unique IOS users.

Website Sessions

Measures each time a customer lands on the RHPL website, demonstrating interaction with, or use of, the digital branch.

Quarterly Result: In Q3 2024, RHPL website sessions came in much higher than anticipated and demonstrated continued growth over Q2. The larger increase seen in Q2 and Q3 is attributed to improvements made to the website, including the

integration of the new catalogue. At the end of Q3 2024, RHPL's website sessions stood at 201.1% of the annual target.

Web Events

The number of customer interactions on rhpl.ca, such as a download, form submission, or button click. Demonstrates the outcome of improving our website functionality and content by measuring customer engagement with the site's functions and offerings.

Quarterly Result: In Q3 2024 total customer website interaction were 81% above the annual target. Web events increased 9.2% in Q3 2024 compared to Q2 2024.

Priority 3: Customer & Mission-focused Content

Strategic Objective: Evolve curated offerings to always be relevant to our community through a future-ready approach.

Circulation

The total number of items checked out and renewed in the quarter (digital and physical). Demonstrates the outcome of customer engagement with the RHPL collection, including as a result of marketing, website and catalogue improvements, as well as collection development initiatives.

Quarterly Result: Total circulation slowed 0.05% in Q3 2024 compared to Q2 2024, however, circulation was up 2.7% compared to Q3 2023. At the end of Q3 2024, RHPL was 71.3% toward the annual target, slightly below expectations for the first 9 month of 2024.

Program Attendees

The total number of program participants in the quarter.

Quarterly Result: The No. of program attendants dipped Q3 2024 compared to Q2 2024 by 12.6%. Increased by 24% over last quarter, reaching 70.7% of the annual target, exceeding expectations for the quarter. Despite the drop in Q3, RHPL is now 97.1% toward the annual target, exceeding expectations for the year to date.

Average Program Attendance Rate

The average number of customers across all programs in the quarter, measuring the outcome of program-related offerings.

Quarterly Result: In Q3 2024, the average program attendance rate increased 3% over Q2 to an average of 70% attendance across all programs. At the end of Q2, RHPL was slightly above the annual target range for the year. Year to date, RHPL has an average program attendance rate of 65%.

Priority 4: Expanded & Deeper Engagement

Strategic Objective: Build Customer relationships, awareness and appreciation of our services and value.

Membership

The total number of new & renewed memberships in the quarter, demonstrating the outcome of customer interaction and satisfaction with library offerings through retention and growth of members.

Quarterly Result: The total number of renewed members in Q3 2024 was 21.1% above Q2 2024. Renewals are exceeding the annual target, at 82.6% toward the annual target. The total number of new members in Q3 2024 was also up when compared with Q2 2024 by 21.7%. Total new members was 1.2% higher in Q3 2024 compared to the same time last year (Q3 2023). New memberships are exceeding expectations through the first 9 months of 2024 at 78.5% towards the annual target. The number of lapsed

members in Q3 2024 increased and was 48.5% above Q2 2024. While lapsed members increased, overall, RHPL gained 800 more customers than it lost.

Newsletter Subscriber Growth

The rate at which customers signed-up to the RHPL newsletter, demonstrating interaction with the library's communications channels.

Quarterly Result: Newsletter subscriber growth dipped Q3 2024 over Q2 2024 at by 0.6% or 9.52%. Newsletter subscriber growth was 25% below this time last year. At the end of Q3 2024, RHPL was 0.8% below the lower end of the target range.

Newsletter Click-to-open Rate (CTOR)

The percent of customers who clicked on a link in RHPL newsletters, demonstrating engagement with RHPL content.

Quarterly Result: The CTOR increased by 28.3% in Q3 2024 and returned to well within the target range. The CTOR in Q3 2023 was 39% higher than the same time last year.

Social Media Engagement Rate

The average number of interactions made by followers across RHPL social media channels, demonstrating engagement with RHPL content.

Quarterly Result: The social media engagement rate retreated by 23.7% but remained well within the target range in Q3 2024. Compared to the same time last year, the Social Media Engagement rate increased 44.5% in Q3 2024 compared to Q3 2023.

RELATED DOCUMENT

1. Strategic Plan Progress Q3 2024 Slides



Subject: Response to Bequest from Shelagh Harris

For: Information

Date: October 17, 2024

Report #: SRLIB24.21

To: Richmond Hill Public Library Board

From: Robin Fribance, Director, Strategy & Service Innovation

SUMMARY

In April 2024, The Richmond Hill Public Library Board received a \$10,000 bequest from the Estate of the late Shelagh Harris. Ms. Harris was a long-serving Library Board member and Chair of the Board for ten years. The Library Board was interested in exploring recognition of Ms. Harris' long service and donation, and tasked staff with following up. Current Library staff were pleased to learn that the Library had already acknowledged Ms. Harris' commitment and service to RHPL by planting a tree in her honour shortly after she passed away in late 2023.

RECOMMENDATION

That the Richmond Hill Public Library Board accept this report for information.

RATIONALE

Ms. Shelagh Harris was a Library Board member for over twenty years, and Chair of the Board from 1999-2009. She passed away in December 2023. In April 2024 the Library was notified that Ms. Harris had made a \$10,000 bequest to the Library. At the May 16,

2024 Library Board meeting, Chair Stephen Chait made a member announcement informing the Board of the donation. In response, Board members asked about the potential for formally recognizing Ms. Harris' service and commitment to the Library, and asked staff to look into the matter. Upon doing so, staff learned that the Library made a donation to Memorial Tree, who then planted a tree in honour of Ms. Harris in the Henceville Wildlife Recovery area of British Columbia in December of 2023, prior to receiving the bequest. RHPL is grateful for Ms. Harris' generosity and pleased to report to the Board that her legacy has been commemorated. The bequest has been deposited into the Library's Donation and Bequest Reserve Fund as per the RHPL Financial Authorities Policy. When staff have a recommendation(s) for an appropriate use for the funds, a report will be presented to the Board for approval.