



A Regular Meeting of
the Richmond Hill Public Library Board
will be held in the boardroom at Central Branch
on Thursday, September 26, 2024 at 3:00pm

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

Sugantha Raj (resigned effective September 15, 2024)

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 Special Meeting Draft Minutes – July 23, 2024

8.0 Presentations

None

9.0 Reports

9.1 Richmond Hill Public Library Social Return on Investment Report

SRLIB24.13

9.2 2024 Q2 Strategic Plan Progress Report SRLIB24.14

9.3 Non-Competitive Procurement Report SRLIB24.15

9.4 Public Art Policy Update Report SRLIB24.16

9.5 Display Policy Update Report SRLIB24.17

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

10.1 Personal matters about an identifiable individual.

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

None

13.2 *Correspondence

13.2.1 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>

13.2.2 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

13.2.3 The Auroran article, dated September 17, 2024 – Re: Library CEO Gorman set for Richmond Hill move

13.3 Member Announcements

13.3.1 Board Vacancy Update – R. Fribance

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

14.0 Date of Next Meetings

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

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

15.0 Adjournment

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



The Richmond Hill Public Library Board

Tuesday, July 23, 2024

MINUTES

The Richmond Hill Public Library Board held a special meeting on Tuesday, July 23, 2024 at 4:00 p.m. in the boardroom at Central Branch, 1 Atkinson Street, Richmond Hill, Ontario, L4C 0H5.

Present:

Stephen Chait, Chair

Jason Cherniak

Councillor Carol Davidson – remote

Councillor Castro Liu

Sadra Nasser

Sugantha Raj, Vice-Chair

Mona Shahnazari

Councillor Scott Thompson

Staff:

Sherry Adams, Commissioner CFS, City of Richmond Hill - remote

Margaret Campbell, Odgers Berndtson Executive Search

1.0 Call to Order

The Chair called the meeting to order at 4:01 p.m.

2.0 Land Acknowledgement Read by Board Chair

3.0 Regrets

None

4.0 Adoption of Agenda

4.1 Adoption of Agenda

Motion:

24:73

Moved by:

S. Nasser

Seconded by:

Councillor S. Thompson

THAT the Agenda of July 23, 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 Delegations

None

7.0 Minutes

7.1 Library Board Draft Minutes – June 20, 2024

Motion:

24:74

Moved by:

J. Cherniak

Seconded by:

Councillor C. Davidson

THAT the Draft Minutes of June 20, 2024 be adopted.

CARRIED UNANIMOUSLY

7.2 Library Board CEO Recruitment Committee Draft Minutes – June 25, 2024

Motion:

24:75

Moved by:

Councillor C. Davidson

Seconded by:

S. Chait

THAT the Library Board CEO Recruitment Committee Meeting Draft Minutes of June 25, 2024 be received.

CARRIED UNANIMOUSLY

7.3 Library Board CEO Recruitment Committee Draft Minutes – July 8, 2024

Motion:

24:76

Moved by:

S. Nasser

Seconded by:

S. Raj

THAT the Library Board CEO Recruitment Committee Draft Minutes of July 8, 2024 be received.

CARRIED UNANIMOUSLY

7.4 Library Board Draft Minutes – July 8, 2024

Motion:

24:77

Moved by:

S. Raj

Seconded by:

Councillor C. Davidson

THAT the Library Board Draft Minutes of July 8, 2024 be adopted.

CARRIED UNANIMOUSLY

7.5 Library Board CEO Recruitment Committee Draft Minutes – July 10, 2024

Motion:

24:78

Moved by:

S. Nasser

Seconded by:

J. Cherniak

THAT the Library Board CEO Recruitment Committee Draft Minutes of July 10, 2024 be received.

CARRIED UNANIMOUSLY

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

8.1 To discuss personal matters about an identifiable individual, and labour relations or employee negotiations, in respect to library employees (Section 16.1(4)(b) and 16.1(4)d) of the Public Libraries Act”)

Motion:

24:79

Moved by:

S. Chait

Seconded by:

Councillor S. Thompson

THAT the Board move into Closed Session to consider personal matters

about an identifiable individual, and labour relations or employee negotiations, in respect to library employees.

CARRIED UNANIMOUSLY

At 4:07 p.m. the Board moved into Closed Session.

9.0 Resolution to Reconvene in Open Session

Motion:

24:80

Moved by:

Councillor C. Davidson

Seconded by:

M. Shahnazari

THAT the Board reconvene into Open Session.

CARRIED UNANIMOUSLY

At 4:26 p.m. the Board returned to Open Session.

10.0 Date of Next Meeting

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

Thursday, September 19, 2024 @ 4:00 p.m. at Central Branch

11.0 Adjournment

Motion:

24:81

Moved by:

J. Cherniak

Seconded by:

Councillor S. Thompson

THAT the meeting be adjourned at 4:27 p.m.

CARRIED UNANIMOUSLY

Approved by:

Stephen Chait
Chair

Jason Cherniak
Recording Secretary



Subject: Richmond Hill Public Library Social Return on Investment Report 2023

For: Information

Date: September 26, 2024

Report #: SRLIB24.13

To: Richmond Hill Public Library Board

From: Robin Fribance, Director, Strategy & Service Innovation

SUMMARY

The RHPL Social Return on Investment Report 2023 utilizes a framework developed by the NORDIK Institute and Algoma University, under the direction of the Ontario Library Service (OLS), to help libraries, councils, and taxpayers better understand the economic value that public libraries deliver to their communities. The purpose of conducting social return on investment (SROI) analysis is to understand the monetary value of public library services in terms of the impact of each service offered and the associated overall community economic benefit.

Using the SROI measurement framework, RHPL contributed \$57.7M in economic benefits to the community in 2023. The value of library services per household, equaling \$780.05, demonstrates the economic value that taxpayers and the community at large receive because of access to products and services provided by the library. For every \$1 invested in RHPL, the economic benefit to the community is

\$5.44 or 544% ROI. In addition, the SROI analysis evaluates public library output based on the categories of: Education, Culture, Inclusion and Wellbeing, Entertainment and Leisure, Economic Development, Civic Engagement, and Space. The following specific economic benefits were realized by RHPL in each category in 2023:

<u>Domain</u>	<u>Economic Benefit</u>
Education	\$8.47M
Culture	\$91K
Inclusion & Well-being	\$660K
Entertainment & Leisure	\$29.7M
Economic Development	\$9.82M
Civic Engagement	\$10K
Space	\$8.9M

RECOMMENDATION

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

RATIONALE

Executive Summary

In order to help libraries, councils, and taxpayers better understand the economic value that public libraries deliver to their communities, the Ontario Library Service (OLS) recently launched an updated version of its Valuing Ontario Libraries Toolkit. The toolkit includes a Social Return on Investment (SROI) financial model that was developed by the NORDIK Institute and Algoma University.

Leveraging the toolkit, Richmond Hill Public Library (RHPL) prototyped its first SROI study in 2022 and is now releasing its first annual Richmond Hill Public Library Social Return on Investment Report.

The social return on investment provided by RHPL in 2023 was \$57.7 million dollars or 544%. In real terms, this equates to a return of \$5.44 to the community for every tax dollar invested in the library. The economic benefit per capita was \$269.94 and the economic benefit per household was \$780.63.

Methodology and Context

The framework for this toolkit builds on previous work that created a toolkit for Northern Ontario libraries to demonstrate their Social Return on Investment. Building on the success of that framework, demand for a provincially applicable tool increased. This new toolkit was developed by the NORDIK Institute and Algoma University with direction from the Ontario Library Service (OLS) and a volunteer steering committee whose members were selected from a diverse range of public libraries across the province. Consultations were also coordinated by the OLS with public library CEOs and staff in September 2022, including seven focus groups based on the size of communities served, one dedicated to First Nation Public Libraries, and one dedicated to public libraries serving Francophone-majority communities.

Based on a review of recent research developments and these two layers of stakeholder input, the framework utilized for this report represents public libraries as cultural and social infrastructure that create individual, organizational, and community benefit in seven key domains: Education, Culture, Inclusion and Wellbeing, Entertainment and Leisure, Economic Development, Civic Engagement, and Space, reflecting the diverse influences public libraries have in their communities.

The toolkit employs SROI to measure the social impact RHPL is making by calculating the value in dollars of goods and services that the public library offers free of charge. SROI reflects the benefit created, expressed in monetary terms, by each dollar invested in the public library. Each of the domains listed above has a predetermined data subset that was used to generate the specific dollar value for that domain's unique impacts.

The purpose of this toolkit is to address the challenge of how to tangibly value the inherently intangible, human-based service offered by the library, and to share and represent this value to the Library Boards, City Council, decision makers, and stakeholders.

The OLS is soliciting feedback on the SROI toolkit so that in the future, yearly comparisons will be available. Currently, OLS is refining the toolkit and data inputs for 2024 and 2025 to increase the accuracy and integrity of the calculations. In the future, Richmond Hill Public Library plans to use this report to identify trends and analyze the performance of the organization over time, as well as to share the impact that the Library has in the community.

1 Introduction

1.1 Richmond Hill Public Library

Richmond Hill Public Library is a four-branch library system with total operating revenues in 2023 of \$11.2M. In 2023, RHPL had approximately 55 full time staff and 47 part- time staff.

Collections Diversity: RHPL boasts a diverse collection that includes not only books but also magazines, newspapers, eBooks, eAudiobooks, and online databases. The collection caters to all age groups and interests, from children's literature to adult fiction and non-fiction, as well as materials in multiple languages to serve the community's multicultural population.

Digital Resources: The library provides access to a wide range of digital resources, including online databases, educational platforms, and digital lending services like OverDrive.

Programs and Events: RHPL offers a variety of programs, workshops, and events for all ages, including story times for children, literacy programs, technology workshops, author talks, and cultural events. These programs aim to engage the community, promote literacy, and support lifelong learning, well-being, and leisure. In 2023 RHPL held 1033 programs with 22,000 attendees.

Community Spaces: The library branches often serve as community hubs, offering meeting rooms, study spaces, and areas for collaborative work.

Tech Access: RHPL provides public access to computers, internet, and other digital technologies. This access ensures residents have access to digital services, information and resources.

1.2 Purpose of SROI Analysis

The purpose of conducting SROI analysis is to understand the monetary value of RHPL services in terms of the impact of each service offered and the associated overall community economic benefit.

In addition to providing an important perspective for stakeholders and decision makers, the SROI model provides insights that support understanding, appreciating and communicating the ‘real’ value of a vibrant public asset; supporting evidence for prioritization of activities; and improving the ability to assess the potential impact of changes to service and funding levels.

1.3 SROI Value

Return on Investment (ROI) is a standard accounting practice that tries to measure how well an investment performs. It calculates how much benefit is created relative to how much money is spent on that investment. ROI is usually expressed as percentage, and it can be compared to other investments for efficiency evaluation.

Unlike companies in the private sector, it can be difficult for non-profit and charitable organizations to assess their operations via quantitative structures like ROI when the bulk of transactions are non-monetary. Many of these organizations, therefore, rely on qualitative metrics to convey their impact. While those metrics are important, often funding influencers and decision-makers look for more concrete and traditional financial measures to express return on investment. *Social* return on investment, however, evaluates the social value of programs by applying quantitative analysis to qualitative impact. By demonstrating the financial value of the public library in this fashion, it can further credibly demonstrate RHPL's positive contribution to the community.

2 **Methodology**

2.1 Scope of Analysis

The SROI data collection was completed for the 2023 calendar year. The primary data source for the analysis is the RHPL 2023 Annual Survey of Public Libraries (ASPL) submission, which encompasses a standard data set which all public libraries in Ontario must complete annually and send to the Ministry of Sport, Culture and Tourism.

The SROI is calculated using a standard ROI model, with one main difference. Instead of using a profit calculation, the benefit is represented by applying comparative market values to the free services and products provided by the

library. That benefit is then weighed against the municipal operating investment. In some instances, the library good or service may not be offered in the private sector and in those cases a surrogate value is used ¹.

The SROI analysis seeks to evaluate public library output based on the categories of: Education, Culture, Inclusion and Wellbeing, Entertainment and Leisure, Economic Development, Civic Engagement, and Space. Definitions of each category are included below.

Education: The value of access to information that libraries provide for the populations they serve. Because this is not directly monetizable, we use the proxy of the economic benefit of non-fiction circulation, inter-Library loan and in-Library reference requests.

Culture: OLS uses a very broad definition of the term “culture” to, “reflect not only the usual associations with things like visual art, music, and language, but also the wide range of elements that shape local ways of living.” This can include “non-traditional” items in the collection that respond to a local need.

Inclusion & Wellbeing: The benefit of accessible collections is based on the number of accessible items in the collection multiplied by their cost. Part of the reason that RHPL’s inclusion and well-being output is low is the result of not owning a collection for patrons with accessibility needs. Instead, RHPL customers utilize an accessible collection provided through RHPL by the Centre for Equitable Library Access (CELA). The OLS is planning to update this anomaly for the 2024 toolkit update.

¹ Surrogate value is ‘the cost of some item or phenomenon that is logically expected to involve approximately the same utility as the item in which we are interested’.
(https://resources.olservice.ca/ld.php?content_id=36958444)

Entertainment & Leisure: This indicator is designed to reflect the value of reading for pleasure. Because this is not directly monetizable, the toolkit uses the proxy of the economic benefit of fiction circulation. The benefit of fiction circulation is based on the average cost of the items that are being borrowed and by how many people borrow them.

Economic Development: The benefit of employment, training and development reflects the economic benefits that circulate within the community through the staff that are compensated for their labour.

Civic Engagement: Includes the assessment or replacement value of part- and full-time volunteers, estimated board member contributions, student internships & co-op programs. As well, the number and types of library partnerships are also included in this section of the assessment.

Space: The benefit of meeting space is based on the highest cost charged for the space(s) multiplied by the total number of rentals.

2.2 Limitations

An SROI report is an important perspective on the return on taxpayer investment that RHPL provides to the community. It is, however, based on an estimated value of the socio-economic benefit created by the organization, rather than actual dollars generated, which is a limitation inherent in SROI measurement.

The model also relies on a self-directed process that does not include broader and longer-term social and economic downstream impacts.

2.3 Data Collection

The data used to assess Richmond Hill Public Library's 2023 SROI was composed of data from:

- 2023 Annual Survey of Public Library submission
- Vendor outputs
- Ontario Library Service’s Valuing Ontario Libraries Toolkit

3 **RHPL 2023 SROI Results**

<u>Domain</u>	<u>Economic Benefit</u>
Education	\$8.47M
Culture	\$91K
Inclusion & Well-being	\$660K
Entertainment & Leisure	\$29.7M
Economic Development	\$9.82M
Civic Engagement	\$10K
Space	\$8.9M

** Based on total circulation market value, not cost paid.*

4 **Summary**

RHPL contributed \$57.7M in economic benefits to the community in 2023. The value of library services per household, equaling \$780.05, demonstrates the economic value that taxpayers and the community at large receive because of access, products and services provided by the library. For every \$1 invested in RHPL, the economic benefit to the community is \$5.44 or 544% ROI.



Subject: 2024 Q2 Strategic Plan Progress Report

For: Receipt

Date: September 26, 2024

Report #: SRLIB24.14

To: Richmond Hill Public Library Board

From: Robin Fribance, Director, Strategy and Service Innovation

SUMMARY

This is the Q2 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.

At the same time, the Library Board approved the RHPL Facilities Master Plan in Q2, bringing a major initiative to completion.

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 improved. 11 out of thirteen indicators are exceeding expectations or very near to the target. Given that historically Q3 is the Library's busiest quarter, the KPIs that are very near to target are viewed as within acceptable range.

Recent concerns regarding growing lapsed members are showing signs of correction, indicating that recent measures are effective.

Newsletter subscriber growth and circulation are slightly below the acceptable range of fluctuation, but the anticipated Q3 activity is projected to correct this.

Conversely, impressive growth in digital experience and new membership is promising.

RECOMMENDATION

That the Richmond Hill Public Library Board receive the 2024 Q2 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 early 2025.

P2.2 Develop Digital Product Strategy On track

Expected completion: Q3 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

Ongoing

P3.2 Support Entrepreneurs & Small Business Not started

Progress on this initiative is TBD, pending conversation with CRH.

P3.3 Enhance Multilingual Offerings On track

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.

P3.4 Expand Membership in Relevant Organizations On track

No new activity in Q2 2024.

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.

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

Work underway on social return on investment in library services; 2022 complete, 2023 in progress.

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 2024

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 Q3 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 Q2 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

Expected start 2025

Priority 9: High-performance Organization

P9.1 Develop Culture	On track
<i>Ongoing; Culture survey completed in Q2, with action plans being developed in Q3-4 based on the results.</i>	
P9.2 Develop Performance Management Program	On hold
<i>External dependency: CRH HR and Organization realignment.</i>	
<i>On hold pending recruitment of CEO.</i>	
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 in Q2 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.

Q2 Result: 47% toward the annual target, slightly below expectations for the quarter.

WiFi Usage

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

Q2 Result: 62.6% toward the annual target, exceeding expectations for the quarter.

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.

Q2 Result: 50.1% 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.

Q2 Result: 2024 data will be used to set a benchmark for 2025. Q2 2024 saw almost 1,400 unique iOS app users. The app launched on Apple in April 2024. The app will launch for Android in Q3 2025.

Website Sessions

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

Q2 Result: 112.9% toward the annual target, exceeding expectations for the quarter.

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.

Q2 Result: 99.7% toward the annual target, exceeding expectations for the quarter.

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.

Q2 Result: Total circulation was up 3.8% over last quarter, and 3.4% over this time last year, while being 47.3% toward the annual target, slightly below expectations for the year.

Program Attendees

The total number of program participants in the quarter.

Q2 Result: Increased by 24% over last quarter, reaching 70.7% of the annual target, exceeding expectations for the quarter.

Average Program Attendance Rate

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

Q2 Result: Average program attendance rate increased 15% over Q1 to an average of 67.7% attendance across all programs. At the end of Q2, RHPL was exceeding the target range for average program attendance.

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.

Q2 Result: Renewals are on track to meet the annual target, at 53% toward the annual target. The total number of new members in Q2 2024 was flat (0.03%) when compared with Q1 2024; however, the total new members was 17.7% higher in Q2 2024 compared to the same time last year. New memberships are approaching expectations through the first 6 months of 2024 at 49% towards the annual target. The number of lapsed members in Q2 2024 decreased 14.2% compared to Q1 2024.

Newsletter Subscriber Growth

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

Q2 Result: While 5% above this time last year, growth is 0.5% below the target range and outside the acceptable range of fluctuation.

Newsletter Click-to-open Rate (CTOR)

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

Q2 Result: Within the target range for the year, but 0.6% short of the actual target itself.

Social Media Engagement Rate

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

Q2 Result: The social media engagement rate increased in Q2 2024 by 25%. Compared to the same time last year, it increased from 2.5% in Q2 2023, to 3.5% in Q2 2024. The

increase in Q2 was mostly the result of a single post that generated an extraordinary amount of customer engagement.

RELATED DOCUMENT

1. Strategic Plan Progress Q2 2024 Slides



Subject: Single Source Acquisition for the Richmond Hill Public Library (RHPL) Website

For: Approval

Date: September 26, 2024

Report #: SRLIB24.15

To: Richmond Hill Public Library Board

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

SUMMARY

The redesign and redevelopment of Richmond Hill Public Library's (RHPL)'s website represents a crucial strategic investment in the future of library services for the Richmond Hill community. Over the last two years RHPL has moved through two of three phases of the website project, and is now entering the last phase, which entails website development that will bring new functionality and features to fruition. This initiative is part of our commitment that the library remains relevant in an increasingly digital world and continues to enhance the user experience for our existing patrons, while attracting new users with modern, in-demand services. Additionally, the new website will streamline operations by reducing unnecessary resource expenditures and providing a scalable, responsive platform that integrates seamlessly with both internal and third-party systems, aligning with RHPL's evolving digital transformation and website strategies.

This procurement is deemed a single source acquisition as per Appendix “B” Part II a) of the Procurement By-law - “in the absence of receipt of any Submissions in response to a request.”

To move forward with this acquisition, City of Richmond Hill (CRH) Information Technology and Richmond Hill Public Library teams collaborated to identify Mugo Web as a suitable vendor that meets both our business and user functional requirements. The project team is prepared to move forward with the contract and implementation, having completed the necessary due diligence processes, including a cybersecurity assessment. Insurance verification is yet to be confirmed, and the contract execution is contingent upon CRH being satisfied with the vendor’s insurance coverage.

The total cost of the project over a 5-year period (3 years plus 2 additional optional years) will be \$293,500 which includes development, implementation, warranty, and hosting from the vendor. Board approval will allow us to advance through the remaining due diligence steps without risking unnecessary delays. This approval will also enable us to finalize the contract promptly once due diligence is complete, ensuring an efficient and timely development process.

The timing of this project is critical because RHPL currently relies on ongoing support and maintenance from an external contractor, which is costly and is scheduled to conclude by April 2025. Onboarding the vendor as quickly as possible will ensure that RHPL’s new website will be live by the time the external contractor contract ends.

RECOMMENDATION

That the Richmond Hill Public Library Board:

Approve a single source acquisition for the development and implementation of the RHPL’s Website from Mugo Web.

RATIONALE

Background and Context

One of the key strategic objectives in the RHPL 2021-2025 Strategic Plan is "Accelerated Digital Experiences," which is to be achieved through the following strategies:

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

Upon completion of the Strategic Plan, RHPL staff promptly initiated the first of these strategic activities: the redevelopment of the RHPL website. In early 2022, digital strategy and design firm Cinnamon Toast Media was engaged for the first phase of this project, which involved creating a new website strategy and design aimed at modernizing the customer experience and meet customer needs, such as enhanced search functionality, robust self-serve features, and increased user engagement among other objectives.

To ensure a comprehensive approach, a holistic review of the old website was conducted, including extensive user research involving both staff and customers (customer surveys with 600 respondents, focus groups with 20 participants, and 10 one-on-one interviews). Based on these findings, a website strategy was developed, along with a site map, wireframes, page designs, and functional requirements. These elements form the foundation for the new website's development, which will incorporate many features and functions identified as important and desirable by Library users. The implementation of these features is expected to increase satisfaction among current users and attract new patrons.

Following the completion of the first phase, a second phase, known as the Minimum Viable Product (MVP) Website Refresh, was initiated to address some of the most urgent needs identified in the website strategy and to align with the library's new brand launch. The MVP was realized collaboratively by internal members of the City's Application Services team and RHPL. This second phase of the website focused on updating the look and feel in accordance with the website strategy, procuring and implementing the new BiblioCommons discovery layer and events platform, launching a new mobile app, and introducing an online booking platform for meeting rooms and makerspace services.

The third and final phase will fully realize the comprehensive vision of the website strategy, which includes:

- **Universal Federated Search:** Internal customer research, including user journey mapping and interviews, revealed that users want a single search feature that can query the catalogue, other library resources, website content, and the programming calendar in one place.
- **Improvement of Information Architecture:** Enhancing the website's structure to better align with patrons' needs.
- **E-commerce Integration:** Development and integration of an e-commerce store within the RHPL website, allowing merchandise to be sold online to patrons.
- **Online Library Card Registration:** Implementation of an online address verification system for new library card registrations and renewals, in accordance with RHPL's library card policy.
- **Single Sign-On (SSO) Functionality:** Seamless sign-in experience across the RHPL website, Bibliocommons suite of products, and other third-party tools (i.e. e-resources), eliminating the need for users to re-authenticate.

To achieve these objectives, an experienced web development firm is required.

Rational for Pursuing Noncompetitive Acquisition

This procurement is deemed a single source acquisition as per rationale in Appendix “B” Part II a) of the Procurement By-law - “in the absence of receipt of any Submissions in response to a request.”

To move forward with this acquisition, CRH Information Technology and Richmond Hill Public Library teams collaborated to identify Mugo Web as a suitable vendor that meets both our business and user functional requirements. Mugo Web has a proven track record of developing websites for Canadian libraries, including Collingwood Public Library, East Gwillimbury Public Library, and Haliburton County Public Library.

Budget Impact

The proposed contract between RHPL and Mugo Web would span three years following a 90-day post-launch warranty period, with the option to renew for two additional one-year terms.

The total cost of the project over a 5-year period will be \$293,500 which includes development, implementation, warranty, and hosting from the vendor. While the final costs will be confirmed in the contract, the City IT’s 2021 Capital Budget request for this project is \$299,000 which adequately covers the total projected contract cost of \$293,500.

Next Steps

The City IT team is currently working with Mugo Web to complete their due diligence review, including insurance verification.

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 quickly and efficiently 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.



Subject: Richmond Hill Public Library Public Art Policy Update

For: Approval

Date: September 26, 2024

Report #: SRLIB24.16

To: Richmond Hill Public Library Board

From: Joshua Dyer, Director, Content & Engagement

SUMMARY

The purpose of this report is to request approval for updates made to the Public Art Policy. Having not been updated since 2018, the revised policy ensures that it aligns with the core statements and values in the Library's Strategic Plan, complies with government legislation and regulations, and reflects best practices in public libraries. It also addresses new processes and practices implemented at RHPL since changes to the organizational structure in 2022.

RECOMMENDATION

That the Richmond Hill Public Library Board approve the updated Public Art Policy.

RATIONALE

A routine review of RHPL's Public Art Policy revealed that it largely relied on a now defunct Art Committee to make decisions pertaining to the Library's permanent collection as well as temporary exhibits. Since 2022, as part of a renewed commitment to displaying public art at RHPL the Library's Community Engagement department has taken on the task of programming the Glass Case Gallery exhibit space at Central Branch. This initiative has received considerable media attention since its inception.

In order to continue this practice, the revised Public Art Policy distinguishes its jurisdiction over the permanent collection from that of temporary exhibits which it proposes should now be covered by RHPL's Display Policy. Furthermore, additional criteria for adjudicating the selection of art are included to better align with the Library's core statements and values.

The main updates include:

Section 1.0 Purpose and Scope - The previous policy lacked clarity on how it applied to RHPL's temporary exhibits. The updated scope draws a clear line that the policy only applies to the Library's permanent art collection, and that temporary exhibits are covered within the Library's Display Policy.

Section 3.0 Definitions - Definitions of terms used in the policy have been added for clarity.

Section 4.1 Criteria for Adjudicating Selection of Art - Minor changes have been made to the selection criteria to ensure selected works of art align with the Library's core statements and values, are relevant to library customers, and reflect the diversity of Richmond Hill.

Section 6.0 Deaccession and Disposition - This section has been expanded to include guidelines on deaccessioning works of art from the permanent collection.

RELATED DOCUMENTS

1. Proposed Public Art Policy dated September 2024
2. Link to current [Public Art Policy](#) dated October 2018



PUBLIC ART POLICY

1.0 Purpose and Scope

Richmond Hill Public Library recognizes the role of visual art in contributing to the expression of cultural and creative life in the community. The *Public Art Policy* addresses requirements for the acquisition of public art to enhance the Library environment and provide engaging and diverse art for the pleasure and enjoyment of Library visitors.

This policy does not apply to temporary art exhibits, which are governed by RHPL's Display Policy.

2.0 Policy Statement

Richmond Hill Public Library may, from time to time, acquire public art to be the property of Richmond Hill Public Library Board and housed in RHPL locations or on RHPL property, in order to:

- Enrich the library experience for the enjoyment of all.
- Enhance the library environment as public space.
- Serve as an expression of RHPL's Vision, Purpose and Values.
- Be a visual resource, complementing RHPL's collections, services and programs.

- Exemplify RHPL's role as a significant cultural institution in the City of Richmond Hill.

Public art, whether purchased, commissioned or donated, will become the property of RHPL. RHPL will respect the authorship and the integrity of the public art.

Decisions to acquire works of art through any of these means result from a formal selection and recommendation process. Recommendations concerning acquisition of public art are made to the Library Board by an appointed Art Committee, which in turn uses established selection criteria in adjudicating potential acquisitions.

3.0 Definitions

Commissioned Art means a work of art created by a selected artist by request of RHPL for a specific site and subject to the terms and conditions of this policy.

Donated Art means existing artwork given to the Library in the form of a bequest, a gift, or a sponsored acquisition and subject to the terms and conditions of this policy.

Purchased Art means works that are purchased and subject to the terms and conditions of this policy.

Works of Art include artistic creations in any medium, whether fixed or freestanding, including but not limited to murals, paintings, textile works,

stained glass, and sculptures, intended to be freely accessible to the general public in a significant public interior area in the Library or in a visible accessible external location.

Deaccessioning is the process of removing an object from the collection, catalogue, or register. The Library continues to own an object after it has been deaccessioned; the object is simply no longer part of the permanent collection.

Disposition is the transfer of ownership, or other disposal of an object, after the object has been deaccessioned. The Library may choose not to dispose of an object after it has been deaccessioned.

4.0 Selection of Art

4.1 Criteria for Adjudicating Selection of Art

General selection criteria for works of public art to be purchased, commissioned or donated include:

- a. Selected through a majority vote of the members of the Art Committee.
- b. Relevance to Richmond Hill, its residents, and library customers.
- c. Deemed to be of professional quality.
- d. Celebratory of the culture and art of local Indigenous and other equity-denied communities.
- e. Suitable to be viewed by the public of all ages. This is not meant to censor controversial works but to consider the public interest.
- f. The piece should ideally number within the restricted set termed

“Original” to avoid large commercial editions of paintings or drawings.

- g. Spatial characteristics should not solely dictate the acquisition of a work. However, very large works will be predicated on availability of suitable space.
- h. If acceptable storage space and conditions exist, a number of art works greater than that which can be shown at one time could be collected.
- i. The Committee should be realistic in its acceptance of works of art which are deemed fragile or very vulnerable. These may be recommended for acceptance, notwithstanding, and notation made to this effect.
- j. Evaluation must occur as to extra display requirements such as museum quality matting and framing of drawings or prints, stands for sculpture, etc.
- k. The selection criteria will be reviewed periodically.
- l. The Donations Policy of the Richmond Hill Public Library Board is the reference document for all donations.

4.2 Donated Public Art

Donated public art works must be accompanied by:

- a. A warranty of good legal title.
- b. A good record of provenance and must be authenticated, if required.
- c. A statement of current market value, completed by a certified appraiser.
- d. Information related to maintenance and conservation requirements.
- e. Information about the artist.

Donations must be free and clear of conditions and restrictions imposed by

the donor regarding RHPL's use of the public art, unless otherwise negotiated through contractual agreement.

Wherever possible, donated public art will include a monetary donation for the maintenance and conservation/restoration of the work being donated, the amount of which will be negotiated as part of a contractual agreement.

5.0 Site Selection

RHPL reserves the right to determine the site for public art works.

Sites selected for the location of public art must be publicly accessible, in a way consistent with the Accessibility for Ontarians with Disabilities Act, during regular library operating hours.

The site must be in a visible area and may be integrated into the building and landscapes.

The Chief Executive Officer will make the final determination of the site.

6.0 Deaccession and Disposition

Richmond Hill Public Library reserves the right to deaccession or dispose of any public art, unless otherwise negotiated through a written contractual agreement.

The criteria to deaccession or dispose of public art include, but are not limited to:

- a. The object is not in keeping with the Library's mission or the character of the permanent collection.
- b. The object is intrinsically poor in quality or lacks aesthetic or historical importance.
- c. The object is in such poor condition that it cannot feasibly be restored to a state worthy of display.
- d. The authenticity or attribution of the object is determined to be false or fraudulent.
- e. The Library is unable to care for the object because of the object's unusual display, storage, or treatment requirements.
- f. The object perpetuates harmful ideologies that no longer reflect the Library's values.
- g. The Library's possession of the object may not be consistent with the terms of this policy or applicable laws.

The deaccessioned public art may be moved into storage or loaned to another institution, unless otherwise negotiated through a written contractual agreement.

The disposed public art may be moved, sold, donated to another institution or destroyed, unless otherwise negotiated through a written contractual agreement.

Attempts will be made to notify the artist when the decision is made to dispose of the public art.

In all cases, the rights of the artist will be upheld in accordance with the *Canadian Copyright Act R.S.C, 1985*, and other legislated

requirements.

7.0 Related Policies

Donations Policy

Display Policy

Update Date: September 26, 2024 – Motion #24:XX

Last Revision Date: April 18, 2018



Subject: Richmond Hill Public Library Display Policy Update

For: Approval

Date: September 26, 2024

Report #: SRLIB24.17

To: Richmond Hill Public Library Board

From: Joshua Dyer, Director, Content & Engagement

SUMMARY

RHPL's Display Policy supports the Library's role as a gathering place and its commitment to fostering connection in the community. The policy has been revised to reflect the Library's strategic plan and better align with the new organizational structure. These revisions allow Librarians to better curate the Library's offerings according to community needs and interests and introduce an application process for community members to use our display spaces.

RECOMMENDATION

That the Richmond Hill Public Library Board approve the updated Display Policy.

RATIONALE

Updates to RHPL's Display Policy reflect significant changes in scope, prioritization, and procedural clarity. The revisions are intended to better align with the Library's strategic goals, enhance community engagement, and ensure equitable access to display spaces for local groups.

Key changes include a more structured hierarchy for prioritizing displays, with the Library and its partners receiving precedence, followed by local nonprofit organizations and government agencies. The revised policy introduces a formal application process for display spaces, promoting transparency and ease of use. It also provides clearer guidance on display content, expanding prohibited categories such as faith-based promotions and political content, while maintaining the Library's discretionary authority over exhibit approvals.

These updates ensure a more consistent, inclusive approach to community displays, while safeguarding the Library's reputation as a neutral public space. The revised policy aims to enhance the Library's role as a community hub, fostering connections and showcasing the diversity of Richmond Hill.

Key updates can be found in:

Section 2.0 Policy Statement - Provides greater context with regard to how the Library prioritizes access to our display spaces.

Section 3.0 Selection Criteria – Policy Objectives and Selection Criteria have been consolidated into one section. Additional criteria has been added to provide a timeline for display space applications.

Section 6.0 Display Spaces - In the previous policy this section predominantly contained information related to the process of scheduling and using library display spaces. In keeping with the Library's best practices, the policy has been revised to remove detailed procedures related to the use of display space.

RELATED DOCUMENTS

1. Proposed Display Policy dated September 2024
2. Link to current [Display Policy](#) dated June 2018



DISPLAY POLICY

1.0 Purpose and Scope

As a gathering place for community members, RHPL offers display space for exhibiting local artwork or promoting local community groups and events.

2.0 Policy Statement

Richmond Hill Public Library is committed to providing services that positively impact people's lives and in doing so, the life of the community. As such, the Library provides display space, bulletin boards and areas for information booths that can be used for postings and exhibits of community interest.

The granting of space does not imply endorsement of the group or the display by the Library or its staff. Richmond Hill Public Library reserves the right to accept or refuse a display, or to cancel any display at its discretion. Preference will be given to organizations based in Richmond Hill or those providing direct services to Richmond Hill. Relevance to issues within the Library and the community will also be considered.

Use of display spaces is granted in the following order of priority:

- Library displays: Priority for the use of display spaces is given to RHPL and RHPL-partnered exhibits.

- Partner displays: Subject to the Library's program needs, RHPL will consider requests from clients to partner with the Library to exhibit art that aligns with RHPL's vision, mission, strategic priorities, and applicable statutory objectives, if any.
- Public use: Subject to the program needs of the Library and its partners, RHPL will consider requests for use of display spaces from the local government agencies and non-profit community organizations via the Display Space Application Form.

3.0 Selection Criteria

The Library will provide space for displays or exhibits:

- That are responsive to the diverse interests of the community.
- That are compatible with the Library's strategic plan and values.
- That are appropriate for the Library environment.

Display space is subject to availability, taking into account the Library's needs.

The Library will not provide space for displays or exhibits:

- That contravene the *Ontario Human Rights Code*, federal or provincial laws and regulations, municipal by-laws and/or Library policies and procedures.
- Whose primary focus is partisan, political in nature, or contains communications from political representatives, unless the display is for the purpose of informing the public regarding community meetings or forums for discussion of community issues.
- That contain advertisements or solicitations for recruitment, business, or fundraising.

- That contain faith-based materials whose primary purpose is proselytizing in nature.
- Where the applicant has made a material misrepresentation regarding themselves, their organization, the nature of the display, or proposed use of the display space.

This policy applies to all RHPL branches, including but not limited to bulletin boards, information booths, and exhibit spaces. Allotment of display space will be given based on selection criteria and availability.

To apply for use of display space at RHPL, applicants must be an RHPL cardholder and complete the Display Space Application Form. Applications can be submitted up to six (6) months in advance. Individual displays can be scheduled and presented for up to one calendar month at a time; the Library has the right to reschedule displays, as needed due to operational requirements.

4.0 Conditions of Use

Richmond Hill Public Library assumes no responsibility for loss, theft or damage to exhibits while on Library premises.

Exhibitors will be responsible for the arrangement, installation, and removal of their displays or exhibits

Exhibitors are responsible for setting up their displays and for providing all their own materials for their displays. The Library does not assist in the set up or strike down of the displays.

Damages to the premises, equipment, or furnishings resulting from the

Applicant's use of the Library's property will be charged to the Applicant responsible for the display.

Exhibitors are responsible for insuring their works against damage or theft and by signing the Display Agreement or the Information Booth Agreement they relieve the Library of responsibility.

Permission for an individual or group to exhibit is generally for a single occurrence and does not imply the right to repeat exhibits. The Library may approve repeat exhibits by individuals or groups but its preference is to give opportunities for many individuals or groups to participate.

The Library retains the right to determine the suitability of any proposed exhibit for display on its premises and has final authority over the review, selection and arrangement of all public exhibitions on its premises

5.0 Related Policies

Donations Policy

Public Art Policy

Update Date: September 26, 2024 – Motion #24:XX

Last Revision Date: October 18, 2018

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Library CEO Gorman set for Richmond Hill move

Long-time Aurora Public Library CEO Bruce Gorman will leave APL at the end of this to head the Richmond Hill Public Library.

The Aurora role will be filled temporarily by Jodi Marr, who currently serves as APL Manager of Customer Opportunity.

Gorman assumed the reins at APL in September of 2018 with a background of senior-level public library experience both in Ontario and Nova Scotia. He succeeded Jill Foster in the role upon her retirement.

At the time of the hire, Gorman was hailed for his skill at “developing unique public and private partnerships and raising awareness of how libraries are impacting and influencing communities in different and distinct ways.”

During his time at the helm of APL, he has helped the organization expand services and has overseen the development of the Library's position within the Aurora Town Square development, playing a significant hand in how the new public gathering space, set to open on Saturday, September 21, engages with the community.

“The Library is all in, we're ready to go, and now is the time for this fabulous project,” Gorman told Council in 2020, almost two years into his tenure. “It has been planned for a long time and it is time for this project to start. This will be a community destination for activities, gatherings, and events of all kinds for generations to come.

“I have had the good fortune of working on many public infrastructure plans in my career and have experienced firsthand their transformative abilities. This is exactly the opportunity that we have with Library Square. Rarely do you get the opportunity to develop an iconic beacon to our Town where the community can come together under any and all circumstances. Rarely do you see a centre of excellence which includes a Library, Cultural Centre and Town partnership of this magnitude. In fact, we have already begun discussions of working collaboratively together to bring a more fulsome programming experience to the residents of Aurora. Rarely do you have the opportunity to significantly affect the economy of our Town with the ability to host conventions and conferences right in our downtown core.”

A full recruitment process will take place to hire Gorman's permanent replacement.

The Richmond Hill Public Library said in a statement that Gorman will assume his new role on September 23.

“Aurora has been extremely lucky to have Bruce Gorman leading Aurora Public Library (APL) for the last six years,” said Mayor Tom Mrakas in a statement. “With Bruce as CEO, APL's profile was raised significantly in the community and major steps were taken to further modernize the library and ensure its offerings were reflective of the needs of all community members.

“Importantly, Bruce oversaw the much-needed renovations to the interior of APL, which made it a more inviting and accessible place. He harnessed new technologies that made APL processes more efficient, including Automated Material Handling, and upgraded the wireless network to improve connectivity and expand coverage. He oversaw new programs and initiatives, from APL's first student Hackathon to the Scholar's Hub to the Creative Studio, and significantly expanded others like the Summer Reading Club. He also made it a priority to bring in more diverse speakers and artists to reflect the changing demographics of our community. All of this led to a significant increase in memberships to APL as well as circulation numbers, with more residents taking advantage of the improved offerings.

“I also want to thank Bruce for his steady leadership of APL through COVID-19. This was an incredibly challenging time for all organizations, and under Bruce's leadership, APL quickly found new ways to stay connected and engaged with community members online. I sincerely thank Bruce for his significant and lasting contributions to APL and for fostering a love of reading and learning in our community.”

By Brock Weir