



A Regular Meeting of
the Richmond Hill Public Library Board
will be held in the boardroom at Central Branch
on Thursday, February 15, 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

Sofia Ma

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 Draft Minutes – January 18, 2024

7.2 *Library Board Special Meeting Draft Minutes – February 1, 2024

7.3 *Library Board Master Plan Steering Committee Draft Minutes – February 6, 2024

8.0 Presentations

8.1 RHPL 2024-2039 Master Plan Update

Yunmi Hwang, Director, Branch and Customer Experiences

9.0 Reports

9.1 2024 Final RHPL Operating Budget with Adjustments SRLIB24.03

9.2 *RHPL Master Plan SRLIB24.04

9.3 *2023 Q4 Strategic Plan Progress Report SRLIB24.05

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

13.2 *Correspondence

13.3 Member Announcements

13.3.1 OLA Super Conference Overview/Discussion – ELT

13.3.2 BiblioCommons Launch – R. Fribance

14.0 Date of Next Meetings

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

Thursday, April 18, 2024 @ 4:00 p.m. at Central Branch

15.0 Adjournment

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



The Richmond Hill Public Library Board

Thursday, January 18, 2024

MINUTES

The Richmond Hill Public Library Board held a regular meeting on Thursday, January 18, 2024 at 4:00 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
Sadra Nasser
Sugantha Raj, Vice Chair
Mona Shahnazari
Councillor Scott Thompson

Staff: Darren Solomon, Chief Executive Officer
Joshua Dyer, Director, Content and Community Engagement
Robin Fribance, Director, Strategy and Service Innovation
Yunmi Hwang, Director, Branch and Customer Experiences

Andrew Li, City of RH, Supervisor, City Operating Budgets
Shawn Dillon, Finance and Administrative Assistant
Shaun McDonough, Business Intelligence & Data Analyst

1.0 Call to Order

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

2.0 Land Acknowledgement read by Board Chair

3.0 Regrets

Sofia Ma

4.0 Adoption of Agenda

Motion:

24:01

Moved by:

S. Chait

Seconded by:

S. Nasser

THAT the Agenda of January 18, 2024 as amended by S. Nasser to adjust item 13.1.1 to also remove City Finance partner from Board Finance Steering Committee, 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:

24:02

Moved by:

S. Chait

Seconded by:

M. Shahnazari

THAT the Richmond Hill Public Library Board approves the consent agenda, as amended by S. Chait to pull items 12.1 and 12.2 for discussion.

CARRIED UNANIMOUSLY

7.0 Minutes

7.1 Library Board Draft Minutes – October 19, 2023 (Adopted by Consent)

Motion:

24:03

Moved by:

S. Chait

Seconded by:

M. Shahnazari

THAT the Minutes of October 19, 2023 be adopted.

CARRIED UNANIMOUSLY

- 7.2 RHPL Board Finance Steering Committee Minutes – December 14, 2023 (Received by Consent)
- 7.3 RHPL Board Governance Steering Committee Draft Minutes – December 14, 2023 (Received by Consent)
- 7.4 RHPL Board Finance Steering Committee Draft Minutes – January 11, 2024 (Received by Consent)

Motion:

24:04

Moved by:

S. Chait

Seconded by:

M. Shahnazari

THAT the Minutes of Items 7.2, 7.3 and 7.4 be received.

CARRIED UNANIMOUSLY

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

8.1 The security of the property of the board

Motion:

24:05

Moved By:

S. Chait

Seconded by:

J. Cherniak

THAT the Board move into Closed Session to consider the security of the property of the board.

CARRIED UNANIMOUSLY

At 4:14 p.m. the Board moved into Closed Session.

9.0 Resolution to Reconvene in Open Session

Motion:

24:06

Moved By:

S. Chait

Seconded by:

S. Nasseri

THAT the Board reconvene into Open Session.

CARRIED UNANIMOUSLY

At 4:51 p.m. the Board returned to Open Session

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

Motion:

24:07

Moved By:

S. Chait

Seconded by:

M. Shahnazari

THAT the Board acknowledges receipt of a presentation on cyber security.

CARRIED UNANIMOUSLY

11.0 Presentations

None

12.0 Reports

12.1 2023 Q3 Financial Report SRLIB24.01

Motion:

24:08

Moved by:

S. Chait

Seconded by:

J. Cherniak

THAT the Richmond Hill Public Library Board receive the 2023 Q3 Financial Report for information.

CARRIED UNANIMOUSLY

12.2 2023 Q3 Strategic Plan Progress Report SRLIB24.02

Motion:

24:09

Moved By:

S. Chait

Seconded by:

M. Shahnazari

THAT the Richmond Hill Public Library Board receive the 2023 Q3 Strategic Plan Progress Report for information.

CARRIED UNANIMOUSLY

12.3 RHPL Fund Development Policy Report SRLIB23.20

Motion:

24:10

Moved by:

S. Chait

Seconded by:

S. Raj

THAT the Richmond Hill Public Library Board defer adoption of the *RHPL Fund Development Policy*, which includes updates to and consolidation of the *Donations Policy*, *Sponsorship Policy*, and *Naming Rights Policy* until further discussion can commence at a later date.

CARRIED UNANIMOUSLY

13.0 New Business

13.1 New Motions

13.1.1 Add Board Council member to Board Finance Steering Committee and as amended remove the City Finance partner from Board Finance Steering Committee – S. Nasseri

Motion:

24:11

Moved by:

S. Nasseri

Seconded by:

S. Chait

THAT no Board Council members volunteered to join the Board Finance Steering Committee; and

THAT the Richmond Hill Public Library Board, as amended, remove the City Finance partner from the Board Finance Steering Committee.

CARRIED UNANIMOUSLY

13.1.2 Remove City HR from Board Governance Steering Committee – M. Shahnazari

Motion:

24:12

Moved by:

M. Shahnazari

Seconded by:

S. Nasser

THAT the Richmond Hill Public Library Board remove the City HR partner member from the Board Governance Steering Committee.

CARRIED UNANIMOUSLY

13.2 Correspondence (Received by Consent)

13.2.1 *Cybersecurity Attack at Toronto Public Library. Vickery Bowles, TPL City Librarian posted a [year-end public message](#) about the attack and its impact.

13.2.2 *Press Release RHPL, January 9, 2024 - Re: Richmond Hill Public Library Launches a New Chapter with Dynamic Exhibits: "*Hair Today, Gone Tomorrow*" and 2024 DesignTO Festival's "*Braver than Loneliness*," Marking a Renewed Emphasis on Public Art

Motion:

24:13

Moved by:

S. Chait

Seconded by:

M. Shahnazari

THAT the Correspondence be received for information.

CARRIED UNANIMOUSLY

13.3 Member Announcements

13.3.1 CEO Updates

13.3.2 Passing of former Board Member/Chair – Shelagh Harris / D.
Solomon

13.3.3 Environics Analytics used for direct mail campaign / J. Dyer

13.3.4 Merchandise Sales / J. Dyer

13.3.5 RHPL Exhibits / J. Dyer

14.0 Date of Next Meeting

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

Thursday, February 15, 2024 @ 4:00 p.m. at Central Branch.

15.0 Adjournment

Motion:

24:14

Moved by:

S. Chait

Seconded by:

M. Shahnazari

THAT the meeting be adjourned at 6:11 p.m.

CARRIED UNANIMOUSLY

Approved by:

Stephen Chait
Chair

Darren Solomon
Chief Executive Officer



The Richmond Hill Public Library Board

Thursday, February 1, 2024

MINUTES

The Richmond Hill Public Library Board held a special meeting on Thursday, February 1, 2024 at 4:00 p.m. in the Mayor and Council Board Room, 1st Floor, 225 East Beaver Creek Road, Richmond Hill, Ontario.

Present: Stephen Chait, Chair
Jason Cherniak
Councillor Carol Davidson
Councillor Castro Liu
Sadra Nasser
Sugantha Raj, Vice Chair
Mona Shahnazari
Councillor Scott Thompson

Staff: Darren Solomon, Chief Executive Officer (until 4:03 p.m.)
Sherry Adams, City of RH, Commissioner of Corporate and Financial Services
Cathy Treacy, City of RH, Director, Human Resources
Stephen M.A. Huycke, City of RH, Director, Legislative Services/City Clerk
Ryan Ban, City of RH, Deputy Clerk (until 4:10 p.m.)

Carly Connolly, City of RH, Legislative Services Assistant (until 4:10 p.m.)

1.0 Call to Order

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

2.0 Land Acknowledgement read by Board Chair

3.0 Regrets

Sofia Ma

4.0 Adoption of Agenda

Motion:

24:15

Moved by:

Councillor C. Davidson

Seconded by:

S. Raj

THAT the Agenda of February 1, 2024 be adopted.

CARRIED

5.0 Disclosure of Pecuniary Interest and the General Nature Thereof

There were no disclosures of pecuniary interest.

6.0 Delegations

There were no delegations.

7.0 Welcome from Board Chair

The Chair welcomed everyone to the special meeting of the Board called by Councillor S. Thompson and Councillor C. Liu pursuant to the *Public Libraries Act*.

8.0 Board Secretary

Motion:

24:16

Moved By:

S. Nasser

Seconded by:

J. Cherniak

THAT the Board appoint Stephen M.A. Huycke, City of Richmond Hill City Clerk, Acting Secretary to the Board for the special meeting on February 1, 2024.

CARRIED

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

9.1 Personal matters about an identifiable individual, and labour relations or employee negotiations

Motion:

24:17

Moved By:

Councillor S. Thompson

Seconded by:

Councillor C. Davidson

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

At 4:03 p.m. the Board moved into Closed Session.

10.0 Resolution to Reconvene in Open Session

Motion:

24:18

Moved By:

Councillor C. Liu

Seconded by:

Councillor S. Thompson

THAT the Board reconvene into Open Session.

CARRIED

At 5:44 p.m. the Board returned to Open Session

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

None

12.0 Date of Next Meeting

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

Thursday, February 15, 2024 @ 4:00 p.m. at Central Branch.

13.0 **Adjournment**

Motion:

24:19

Moved By:

J. Cherniak

Seconded by:

S. Nasser

THAT the meeting be adjourned at 5:45 p.m.

CARRIED

Approved by:

Stephen Chait
Chair

Stephen M.A. Huycke
Acting Secretary



RHPL Board Master Plan Steering Committee **DRAFT Minutes**

Tuesday, February 6, 2024 at 10:00am

Hybrid, Central Branch & MS Teams

Chair: Yunmi Hwang

Members In Attendance:

- Stephen Chait
- Councillor Carol Davidson
- Robin Fribance
- Yunmi Hwang, Chair
- Councillor Castro Liu
- Greg Patterson, Secretary

Presenters:

- Caitlin Schultz, Associate Urban Designer and Planner, Brook McIlroy
- Calvin Brook, Principal, Brook McIlroy

Guests:

- Gigi Li, City of Richmond Hill, Director, Financial Services & Treasurer
- Jacqueline Galang, RHPL, Branch Experience Coordinator
- Councillor Scott Thompson
- Sugantha Raj

Member Regrets:

- Sofia Ma
- Josh Dyer

Agenda

1. Agenda adoption
2. Library Facilities Master Plan Final Draft Presentation / Caitlin Schultz, Brook McIlroy
3. New Business
4. Adjournment

1. Agenda Review and Adoption

- The Library Board completed and endorsed similar facility plans in the past on the average of 7-year cycle since 1970s.
- This master plan is to guide the library staff to plan for existing and future library branches. It is comparable to other plans of City departments such as Recreation and Culture Plan.
- This is not a budget request document. This is intended to guide us to identify, forecast and prioritize the needs to renew existing branches and the needs to grow.
- By receiving the Master Plan as a guiding document, Library Board is not bound to implementing every recommendation; rather the plan provides guidance on community needs and priorities and sets a general course for meeting the needs.

Motion: MPC24.01

That the agenda be adopted.

Moved by: S. Chait

Carried

2. Library Facilities Master Plan Final Draft Presentation / Caitlin Schultz

- Stephen: Ensure costing assumptions (2023 dollars, inclusions and exclusions, etc.), and next steps (refinement through feasibility studies) are clearly outlined in the report.
- Stephen: Include a statement about seeking non-traditional facility acquisition opportunities (i.e. leasing existing non-city spaces) and cost considerations.
- Carol: Include statement in introduction and costing section about Bill 23, and that any effects of this legislation will be subject to further monitoring by CRH Finance.
- Carol: Change language in Oak Ridges recommendations to ensure any short-term improvements/furnishings focus on increasing study space capacity (change café/lounge language to “study lounge”).
- Castro: Acknowledged the need for more community space for the population growth in Richmond Green area. Asked for clarification regarding the future of Richmond Green Branch.
- Yunmi: The assessment of Richmond Green branch will be considered in conjunction with the development of North Leslie Community Centre and co-locating a library branch as a shared facility.
- Gigi: Confirmed that this version has been reviewed by CRH Finance for its financial feasibility. After the Board endorses the plan, it will go to the City Council Capital Sustainability Committee to be assessed similar to other Mater Plans.

Motion: MPC24.02

That the presentation be received and recommended to be presented to the Library Board.

Moved by: Councillor C. Liu

Carried

Next Steps

Action Item	Accountable	Due
<ul style="list-style-type: none"> - Consultant to make modifications based on the feedback provided as noted above - Consultants to add final reconciliation of images, captions and map legends 	Yunmi Hwang	Feb 29, 2024
<ul style="list-style-type: none"> - Presentation to the Library Board 	Yunmi Hwang	Feb 15, 2024

3. New Business

None

4. Adjournment

Motion: MPC24.03

That the meeting be adjourned at 11:05 am.

Moved by: Y. Hwang

Carried

Secretary: G. Patterson

Approved by Chair: Y. Hwang



Subject: 2024 Final RHPL Operating Budget with Adjustments

For: Receive

Date: February 15, 2024

Report #: SRLIB24.03

To: Richmond Hill Public Library Board

From: Yunmi Hwang, Interim CEO

SUMMARY

At December 5, 2023 City of Richmond Hill BCW meeting the following motion was presented and approved by BCW:

Moved by: Councillor Davidson

- a) That the Budget Committee of the Whole recommends that the Mayor submit for Council's review, a 2024 Operating Budget that proposes:
 - i. A 2024 Operating Budget increase of \$6,087,200 and a total tax levy of \$133,887,100 (excluding supplementary taxes), as summarized in Appendix 'A' of staff report SRCFS.23.052, to be adjusted subject to the following adjustments:
 - (a) The Richmond Hill Public Library (RHPL) 2024 Operating Budget be adjusted as follows:

- (i) Removal of the RHPL Non-Union Salary adjustment (\$108,700)
- (ii) Addition of the 2024 Cost of Living Adjustment for non-union employees (\$56,800)
- (iii) Removal of the Environmental Sustainability Strategy Initiative (\$25,000)
- (iv) Removal of the Small Business and Entrepreneur Initiative (\$10,000)

This motion results in an \$51,900 reduction to Personnel and a \$35,000 reduction to Contracts/Services, as reflected on the below financial statement.

The final 2024 RHPL Operating Budget increase is now at \$363,200 (4.3%) which, put into the broader perspective, still represents approximately a 0.28% increase to the City's overall tax rate impact.

RECOMMENDATION

That the Richmond Hill Public Library Board receive the 2024 Final RHPL Operating Budget with Adjustments Report for information.

2024 Draft Operating Budget
RICHMOND HILL PUBLIC LIBRARY BOARD
Overall Summary - Final

	2022	Preliminary	2023	2024	Variance	%
	Actuals	Actuals	Approved	Draft	(Fav)/Unfav	Change
		30-Sep-23	Budget	Budget		
Expenditures						
Personnel	6,703,479	5,637,043	7,454,700	7,859,300	404,600	
Personnel Expenditures	6,703,479	5,637,043	7,454,700	7,859,300	404,600	5.4%
Collection Development	969,284	822,204	1,164,200	1,119,300	(44,900)	
Contracts/Services	1,382,169	993,215	1,540,800	1,579,200	38,400	
Materials/Supplies	247,407	127,817	140,400	119,500	(20,900)	
Transfer to Reserve	349,909	-	-	-	-	
Transfer to R&R Reserve Fund	300,000	425,775	567,700	535,600	(32,100)	
Non-Personnel Expenditures	3,248,769	2,369,011	3,413,100	3,353,600	(59,500)	(1.7%)
Total Expenditures	9,952,248	8,006,054	10,867,800	11,212,900	345,100	3.2%
Revenues						
Provincial/Other Grants	(158,199)	(119,235)	(122,200)	(122,200)	-	
Library Generated Revenue	(90,834)	(95,979)	(359,000)	(322,800)	36,200	
YRDSB Funding	(297,200)	(200,600)	(242,800)	(316,200)	(73,400)	
Transfer from Reserve	(536,615)	(387,150)	(516,200)	(516,200)	-	
Transfer from R&R Reserve Fund	(900,000)	(844,950)	(1,126,600)	(1,071,300)	55,300	
Total Revenues	(1,982,848)	(1,647,914)	(2,366,800)	(2,348,700)	18,100	0.8%
Net Library Budget	7,969,400	6,358,140	8,501,000	8,864,200	363,200	4.3%

	2023	Base	Legislated	Annualization	New/Growth	2024
	Approved				Staff &	Draft
	BUDGET				Programs	BUDGET
Expenditures						
Personnel	7,454,700	258,700	-	-	145,900	7,859,300
Personnel Expenditures	7,454,700	258,700	-	-	145,900	7,859,300
Collection Development	1,164,200	(44,900)	-	-	-	1,119,300
Contracts/Services	1,540,800	38,400	-	-	-	1,579,200
Materials/Supplies	140,400	(20,900)	-	-	-	119,500
Transfer to R&R Reserve Fund	567,700	(32,100)	-	-	-	535,600
Non-Personnel Expenditures	3,413,100	(59,500)	-	-	-	3,353,600
Total Expenditures	10,867,800	199,200	-	-	145,900	11,212,900
Revenues						
Provincial/Other Grants	(122,200)	-	-	-	-	(122,200)
Library Generated Revenue	(359,000)	36,200	-	-	-	(322,800)
YRDSB Funding	(242,800)	(73,400)	-	-	-	(316,200)
Transfer from Reserve	(516,200)	-	-	-	-	(516,200)
Transfer from R&R Reserve Fund	(1,126,600)	55,300	-	-	-	(1,071,300)
Total Revenues	(2,366,800)	18,100	-	-	-	(2,348,700)
Net Budget	8,501,000	217,300	-	-	145,900	8,864,200



Subject: Richmond Hill Public Library Facilities Master Plan Report

For: Receipt and endorsement

Date: February 15, 2024

Report #: SRLIB24.04

To: Richmond Hill Public Library Board

From: Yunmi Hwang, Director, Branch and Customer Experiences

SUMMARY

The Richmond Hill Public Library's previous Facilities Master Plan was done in 2013. The Master Plan needs to be updated to be aligned to the Library's new Strategic Plan and the City's vision for growth, and to provide safe, flexible, convenient, and inclusive community spaces that meet the needs of the community.

In May 2022, the Library engaged Brook McIlroy Inc. to provide consulting services for the Library Facility Master Plan.

Phases 1 and 2 of the project consisted of research, analysis, and stakeholder consultation and engagements with internal and external stakeholders, including City of Richmond Hill staff and RHPL customers, to guide the basic principles to draft a Master Plan.

The project is currently in final stage, in which the final draft of the Master Plan report is being presented to various stakeholders for feedback. The Library and the consultant worked closely with the City's ELT and Financial Services team to develop a phasing and implementation framework for the recommendations, determining the associated capital costs and funding sources.

The final draft of Library Facilities Master Plan report is attached for receipt and endorsement.

RECOMMENDATION

That the Richmond Hill Public Library Board:

1. Accept the Library Facilities Master Plan presentation for information; and
2. Endorse the final draft of the Library Facilities Master Plan

RATIONALE

The Richmond Hill Public Library's previous Facilities Master Plan was completed in 2013 by Monteith Brown Planning Consultants. A lot has changed since then: the City has and continues to experience year-over-year intensification, much of the growth coming through vertical living developments; the post-Covid landscape sees more people needing free modern spaces to work and study remotely; and Library services have evolved significantly, with more focus on new technologies, experiential learning, and arts and culture.

Brook McIlroy Inc. was contracted to provide consulting services for the new RHPL Facilities Master Plan. Their expertise lies in architecture, interior design, and urban design and planning services, specializing in community and education facilities across

Canada. Brook McIlroy also has one of the only Indigenous Design Studios in the country, which was valuable to the work as the Library pursues reconciliation.

The consultant has been working closely with staff from the Library and the City of Richmond Hill to explore issues, trends and opportunities related to library spaces in the City, while developing strategies to improve the service level to meet the current and future needs of the community.

The project consisted of 3 phases:

- **Phase 1: Background, Analysis and Draft Principles** - In this phase, the consultants reviewed the research and background documents to inform the Master Plan. They also conducted multiple engagement sessions with key stakeholders, including Library users, Library staff, community members, and City of Richmond Hill staff in Planning, Financial Services, Facility Management, Economic Development and Community Services.
- **Phase 2: Draft Facilities Master Plan** - In this phase, the results of the activities done during Phase 1 were reflected in a draft document solidifying the recommendations to meet the needs identified during the research. A high-level costing analysis of the recommendation was also developed.
- **Phase 3: Final Facilities Master Plan** – In this phase, we finalized the implementation framework. The draft version of the plan had been shared with stakeholders for comments and feedback and modified to ensure that the goals and recommendations in the plan are feasible and financially responsible for implementation. The final draft of the plan has been presented to the Library’s Master Plan Steering Committee on February 6th committee meeting. The committee feedback and comments, along with final comments from the Board and other stakeholders, will be incorporated into the final document.

A few key findings and recommendations by the consultant include:

- There is a deficit of library space in the City;
- There are geographic areas of the City without nearby library branches and services;
- There are opportunities to develop Express Branches as more flexible and lower cost ways to provide a greater level of access and flexibility;
- To meet the goals and visions of the RHPL Strategic Plan and improve accessibility and sustainability, RHPL could improve its service levels by:
 - increasing RHPL’s space provision target;
 - Continuing the “tiered model” of Central branch and Community/Neighbourhood branches, and adding Express branches
 - Improving its geographic coverage by building new branches and service points
 - Revitalizing RHPL’s existing branches

It is important to keep in mind that a Facilities Master Plan is a guiding document that outlines a long-term vision for the development, improvement, and management of physical facilities within an organization. It establishes a framework for orderly growth and development of capital improvements. The approval of the individual capital projects is accomplished through the Library Board and City of Richmond Hill’s annual capital budget process which includes evaluation, selection and approval of capital projects.

This presentation is intended to provide the Library Board with a deeper understanding of the process we have undertaken to recommend the development strategies for Library facilities, and to listen to Board feedback as part of finalizing the report.

RELATED DOCUMENTS

1. RHPL Facilities Master Plan Presentation
2. RHPL Final Draft Facilities Master Plan



Subject: 2023 Q4 Strategic Plan Progress Report

For: Receipt

Date: February 15, 2024

Report #: SRLIB24.05

To: Richmond Hill Public Library Board

From: Robin Fribance, Director, Strategy and Service Innovation

SUMMARY

This is the Q4 2023 update to the Richmond Hill Public Library Board on the progress on our Strategic Plan.

Progress on Strategic Plan Priorities is proceeding well with no major status changes from Q3 to Q4. Numerous major projects are in flight and the beginning of 2024 should see some substantial projects reach completion.

Progress on Strategic Plan Objectives was softer in Q4 than Q3, attributed in large part to the My RHPL App being down unexpectedly from Nov 23 onward. This outage impacted all North American libraries using the SirsiDynix library app. RHPL will be launching a new app in the Spring as part of our shift to BiblioCommons.

2023 targets are currently under review and may be revised in order to provide a greater level of precision based on prior performance, population trends, and strategic objectives.

RECOMMENDATION

That the Richmond Hill Public Library Board receive the 2023 Q4 Strategic Plan Progress Report for information.

Q4 2023 PROGRESS

Strategic Plan Priorities

Priority 1: Inspiring In-person Experiences

P1.1 Launch New Central Café	Completed
P1.2 Modernize Meeting Room Facilities <i>Proceeding ahead of schedule with Central Boardroom upgrades. Expected completion: 2025</i>	On track
P1.3 Develop RHPL Master Plan <i>Final draft of the Plan prepared for presentation to the Board Master Plan Steering Committee on February 6, 2024.</i>	On track
P1.3a Explore Branch Specialization <i>Dependency: P1.3 – RHPL Master Plan</i>	On track
P1.3b Access After-hours Model <i>Dependency: P1.3 – RHPL Master Plan</i>	On track
P1.4 Redesign Service Model <i>Dependency: Organization realignment. Expected completion: Q4 2024</i>	On track

Priority 2: Accelerated Digital Experiences

P2.1 Redevelop RHPL Website	On track
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*External dependency: CRH IT, Procurement
Phase 1 launched May 15, 2023. Next phase of
implementation to be completed in Q2 2024
(BiblioCommons + program management functionality
scheduled to launch March 19, 2024). Full site early 2025.*

P2.2 Develop Digital Product Strategy On track
Expected completion: Q1 2024

P2.3 Integrate Personalization Delayed
*Dependency: CRM System procurement & onboarding
Delayed until Q3 2024 due to turnover and backlog in the IT
Project Management Office.*

Priority 3: Customer- and Mission-focused Content

P3.1 Develop Future-ready Content On track
*Note: Q3 report indicated completed in error, this has now
been corrected to be on track and 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 digital multilingual collection and
storytimes through 2023*

P3.4 Expand Membership in Relevant Organizations On track
*New activity in Q4 includes Experience Passes (museums,
attractions) to ROM, McMichael Collection.*

Other 2023 activity included: partnership with Soulpepper Theatre, Black Creek Pioneer Village, Richmond Hill Performing Arts Centre.

Priority 4: Expanded & Deeper Engagement

P4.1 Develop a Brand Strategy & New Identity <i>Brand launched Q2 2023</i>	Completed
P4.2 Build & Execute a Marketing & Media Plan <i>Completed Q2 2023</i>	Completed
P4.3 Integrate Proof Point of Library Value into Customer Journeys <i>Dependencies: P4.1 – Brand Identity, P4.2 – Marketing Plan Expected start: Q1 2024</i>	Not started
P4.4 Build Librarians into Personalities <i>Dependency: P2.1 – Website Expect start March-April 2024 pending implementation of BiblioCommons.</i>	Not started
P4.5 Develop a Literacy Initiative <i>Expected start 2024</i>	Not started

Priority 5: Insights & Innovation

P5.1 Create an Innovation & Insights Strategy <i>Expected completion Q1 2024</i>	On track
P5.2 Develop Innovation & Foresight Capabilities <i>Dependency: Organization realignment Ongoing and will be included in the Innovation and Insights strategy.</i>	On track

Priority 6: Information & Technology Advancement

P6.1 Application Management Program <i>External dependency: CRH IT</i> <i>Ongoing</i>	On track
P6.2 Expand Collaboration Tools <i>External dependency: CRH IT</i> <i>Partially complete with Outlook, Teams, Sharepoint in place.</i>	On track
P6.3 Develop Data Strategy	Completed

Priority 7: Effective Governance

P7.1 Develop Financial Sustainability Strategy <i>Feasibility study completed Q4 2022; Manager Fund</i> <i>Development recruited</i>	On track
P7.2 Conduct Board Governance Review <i>Struck Board Governance Steering Committee Q3 2023,</i> <i>which will prioritize and lead ongoing governance work</i>	On track
P7.3 Develop Environmental Sustainability Strategy <i>Conversation with CRH sustainability team has begun.</i> <i>Specific plans arising from that conversation are TBD.</i>	On track
P7.4 Develop Department Plans <i>Dependency: Organization realignment</i> <i>Expected completion for all departments Q1 2024;</i> <i>Annual planning cycle being on-boarded now.</i>	On track

Priority 8: Expanded & Deeper Partnerships

P8.1 Participate at Local/Regional Planning Tables On track
Dependency: Organization realignment
Work is ongoing and being embedded into department plans. Met with York Region Director of Homelessness and Community Programs to consider libraries as stakeholders in their action plans

P8.2 Broaden Library Best Practices On track
No new activity in Q4 2023. Ongoing and part of professional and department plans.
2023 activity 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 and new Collective Agreement
Expected start 2024

Priority 9: High-performance Organization

P9.1 Develop Culture On track
Improvements made and work is ongoing. Next culture survey in Spring 2024.

P9.2 Develop Performance Management Program Not started

*External dependency: City of Richmond Hill HR and
Organization realignment
Expected start Q3 2024*

P9.3 Align Org Structure to Strat Plan
Effective as of June 5, 2023

Completed

Strategic Plan Objectives

RHPL has identified three indicators of Library health: Customer Use, Customer Satisfaction, and Customer Retention and Growth.

We are in the process of updating and enhancing the methods of collecting, evaluating and reporting the Strategic KPIs.

- Q4 2023 report results and outputs will vary as enhanced data collection procedures are put in place (estimated completion Q2 2024).
- Where possible, data from previous reporting periods have been updated to match the enhanced and/or new reporting framework(s) in an attempt to standardize the output of the data.

Q4 Update:

- 2023 annual target for renewed customers was changed to the 5 year average from 2017-2021.
- The 2023 target and target for DUCS was not reflective of Q4 2023 results due to unexpected downtime of the data stream.
- 5 days of branch closures in Q4 equate to 5.5% less open time available for customers.

Customer Use

- | | |
|-----------------------------------|-----------------|
| • Monthly Average Website Users | Exceeded target |
| • Unique Website Visitors | Exceeded target |
| • Daily Unique Catalogue Searches | Exceeded target |
| • Monthly Average Wifi Sessions | Below target |

Customer Satisfaction

- Customer Satisfaction 4.1 average rating (out of 5)

Customer Retention/Growth

- No. of Active Cardholders by Quarter Below target
- Percentage of Active Cardholders per Capita Below target
- Total Circulation Above target
- Quarterly Physical Circulation Above target
- Annual Physical Circulation Below target
- Quarterly Electronic/Digital Circulation Above target
- Annual Digital Circulated Above target
- Membership Breakdown Above target
- Number of New Members Above target
- Number of Renewed Members Above target
- Number of Lapsed Members Above target
- In Branch Visitor Traffic N/A

RELATED DOCUMENT

1. Strategic Plan Progress Q4 2023 Presentation