RICHMOND HILL PUBLIC Library

A Regular Meeting of

the Richmond Hill Public Library Board

will be held at Richvale Library

on Thursday, May 18, 2023 at 4:00pm

AGENDA

1.0   Call to Order

2.0   Regrets

3.0   Adoption of Agenda

3.1   Opening Remarks Board Chair

3.2   Adoption of Agenda

4.0   Disclosure of Pecuniary Interest and the General Nature Thereof

5.0   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.

6.0 <u>**Minutes**</u>

    6.1   ***Library Board Minutes – April 20, 2023**

    6.2   ***RHPL Board Finance Steering Committee Draft Minutes – April 21, 2023**

7.0 <u>**Presentations**</u>

    7.1   **DEI Update**

        Steph Robello, Director of Design and Strategy, Feminuity

    7.2   **Strategic Plan Updates** (discussion on Board's preferred format)

        Robin Fribance, Director Experience & Strategy

8.0 <u>**Reports**</u>

    8.1   ***2023 Q1 Financial Report SRLIB23.08**

    8.2   ***2023 Q1 Strategic Plan Progress Report SRLIB23.09**

9.0 <u>**New Business**</u>

    9.1   **New Motions**

        9.1.1 Appoint new Vice Chair – S. Chait

    9.2   **Correspondence**

        9.2.1 *Article from Liberal – dated May 12, 2023

             <u>6 ways Richmond Hill library may surprise you</u>

        9.2.2 *Donation – May 12, 2023

    9.3   **Member Announcements**

        9.3.1 Brand Launched (verbal, J. Dyer)

        9.3.2 Website Launched (verbal, R. Fribance)

        9.3.3 Denison Global Forum Presentation (verbal, R. Fribance)

9.3.4   RG Indigenous Mural unveiling June 17, 2023 (verbal, Y. Hwang)

9.3.5   ULC Honourable Mention (verbal, D. Solomon)

9.3.6   Team Creativity Day (verbal, D. Solomon)

10.0   <u>Date of Next Meetings</u>

The next Regular Meeting of the Library Board will be held on:
Thursday, June 15, 2023 @ 4:00 p.m. at Central Library

11.0   <u>Adjournment</u>

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

The Richmond Hill Public Library Board

Thursday, April 20, 2023

MINUTES

The Richmond Hill Public Library Board held a regular meeting on Thursday, April 20, 2023 at Richmond Green Library, 1 William F. Bell Parkway, Richmond Hill, Ontario.

Present: Stephen Chait, Chair

Jason Cherniak

Councillor Carol Davidson

Councillor Castro Liu

Sadra Nasseri

Sugantha Raj, Vice Chair

Mona Shahnazari

Councillor Scott Thompson

Staff: Darren Solomon, Chief Executive Officer

Joshua Dyer, Director, Content & Strategy Delivery

Robin Fribance, Director, Experience & Strategy

Yunmi Hwang, Director, Branch Services

Andrew Li, Financial Management Advisor, City of Richmond Hill

Susan Quinn, Administrative Coordinator

1.0   Call to Order

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

2.0   Regrets

Sofia Ma

S. Nasseri arrived to the meeting at 4:04 p.m.

3.0   Adoption of Agenda

Motion:

23:18

Moved by:

S. Nasseri

Seconded by:

S. Raj

THAT the Agenda of April 20, 2023 be adopted, as amended by D. Solomon to include item 9.3.4 on Land Acknowledgment Statement.

CARRIED UNANIMOUSLY

4.0   Disclosure of Pecuniary Interest and the General Nature Thereof

There were no disclosures of pecuniary interest.

5.0   Approval of Consent Agenda Items

Motion:

23:19

Moved by:

M. Shahnazari

Seconded by:

S. Raj

THAT the Richmond Hill Public Library Board approves the consent agenda, as amended by J. Cherniak to pull item 8.1 for discussion.

CARRIED UNANIMOUSLY

6.0 **Minutes**

6.1 **Library Board Minutes – February 16, 2023 (Adopted by Consent)**

Motion:

23:20

Moved by:

M. Shahnazari

Seconded by:

S. Raj

THAT the Minutes of February 16, 2023 be adopted.

CARRIED UNANIMOUSLY

6.2 **RHPL Board Finance Steering Committee Draft Minutes – March 10, 2023 (Received by Consent)**

Motion:

23:21

Moved by:

M. Shahnazari

Seconded by:

S. Raj

THAT the RHPL Board Finance Steering Committee Draft Minutes of March 10, 2023 be received.

CARRIED UNANIMOUSLY

6.3   RHPL Board Master Plan Steering Committee Draft Minutes – April 5, 2023 (Received by Consent)

Motion:

23:22

Moved by:

M. Shahnazari

Seconded by:

S. Raj

THAT the RHPL Board Master Plan Steering Committee Draft Minutes of April 5, 2023 be received.

CARRIED UNANIMOUSLY

6.4   RHPL Board Intellectual Freedom Steering Committee Draft Minutes – April 11, 2033 (Received by Consent)

Motion:

23:23

Moved by:

M. Shahnazari

Seconded by:

S. Raj

THAT the RHPL Board Intellectual Freedom Steering Committee Draft Minutes of April 11, 2023 be received.

CARRIED UNANIMOUSLY

Councillor S. Thompson arrived to the meeting at 4:12 p.m.

Councillor C. Davidson arrived to the meeting at 4:14 p.m.

7.0 Presentations

7.1 Intellectual Freedom Working Group Update

Joshua Dyer, Director Content Strategy & Delivery

Motion:

23:24

Moved by:

J. Cherniak

Seconded by:

M. Shahnazari

THAT the Intellectual Freedom Working Group Update presentation be received for information.

CARRIED UNANIMOUSLY

8.0 Reports

8.1 Customer Code of Conduct Policy Update Report SRLIB23.04

Motion:

23:25

Moved by:

J. Cherniak

Seconded by:

M. Shahnazari

1. **That** the Richmond Hill Public Library Board approve the updated *Customer Code of Conduct Policy, now called the Code of Conduct Policy*, as amended

by J. Cherniak to confirm that section 3.1 aligns with the Ontario Human Rights Code.

CARRIED UNANIMOUSLY

8.2 Circulation Policy Update Report SRLIB23.05 (Approved by Consent)

Motion:

23:26

Moved by:

M. Shahnazari

Seconded by:

S. Raj

That the Richmond Hill Public Library Board approve changes to the *Circulation Policy*.

CARRIED UNANIMOUSLY

8.3 2022 Year-End Financial Close Report SRLIB23.06 (Approved by Consent)

Motion:

23:27

Moved by:

M. Shahnazari

Seconded by:

S. Raj

That the Richmond Hill Public Library Board:

1. Approve the closure of the fifteen capital projects, noted in the report, and return all unexpended monies to City Reserves; and

2. Approve the transfer of the projected 2022 year-end surplus of $313,909 to the Library Special Purpose Reserve.

CARRIED UNANIMOUSLY

8.4 Salary Administration for the Non-Union Employee Group Policy Update SRLIB23.07 (Approved by Consent)

Motion:

23:28

Moved by:

M. Shahnazari

Seconded by:

S. Raj

That the Richmond Hill Public Library Board approve the updated Salary Administration Policy for the Non-Union Employee Group.

CARRIED UNANIMOUSLY

S. Chait left the meeting at 4:57 p.m.

S. Raj, Vice Chair, assumed the role of Chair for the remainder of the meeting.

9.0 New Business

9.1 New Motions

9.1.1 D. Solomon polled the board members on their preference for Policy update reports.

Motion:

23:29

Moved by:

J. Cherniak

Seconded by:

Councillor S. Thompson

That the Richmond Hill Public Library Board members voted to have Policy Update reports include a marked up copy of the current policy and a clean copy of the updated policy.

CARRIED

9.2   Correspondence (Received by Consent)

9.2.1   *Article from CBC – dated March 27, 2023

CBC Toronto and Richmond Hill Library host Creator Camp

9.2.2   *Under the Influence with Terry O'Reilly

Long Overdue: The Creative Boom of Library Marketing

Motion:

23:30

Moved by:

M. Shahnazari

Seconded by:

S. Raj

That the Correspondence be received for information.

CARRIED UNANIMOUSLY

9.3 Member Announcements

9.3.1 Hillcrest Pop-Ups (verbal, J. Dyer)

9.3.2 Denison Conference Case Study (verbal, R. Fribance)

9.3.3 Website and Branch Launch Date Update (verbal, R. Fribance)

9.3.4 Land Acknowledgement Statement Update (verbal, D. Solomon)

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

10.1 Labour relations or employee negotiations

Motion:

23:31

Moved By:

Councillor C. Liu

Seconded by:

M. Shahnazari

THAT the Board move into Closed Session to consider labour relations or employee negotiations.

CARRIED UNANIMOUSLY

At 4:16 p.m. the Board moved into Closed Session.

11.0 Resolution to Reconvene in Open Session

Motion:

23:32

Moved By:

S. Nasseri

Seconded by:

Councillor C. Liu

That the Board reconvene into Open Session.

CARRIED UNANIMOUSLY

At 4:25 p.m. the Board returned to Open Session

12.0 <u>Date of Next Meetings</u>

The next Regular Meeting of the Library Board will be held on:
Thursday, May 18, 2023 @ 4:00 p.m. at Richvale Library, followed by a tour**.**

13.0 <u>Adjournment</u>

Motion:

23:33

Moved by:

Councillor C. Davidson

Seconded by:

M. Shahnazari

THAT the meeting be adjourned at 5:15 p.m.

CARRIED UNANIMOUSLY

Respectfully submitted,

"Signed version on file in the Administration Offices"

Stephen Chait   Darren Solomon

Chair   Chief Executive Officer

RHPL Board Finance Steering Committee – DRAFT Minutes

Friday, April 21, 2023 at 4:30pm at Central Library

Chair: Sadra Nasseri

In Attendance:

- Sadra Nasseri, Chair
- Sugantha Raj, Vice-Chair
- Stephen Chait
- Darren Solomon, CEO
- Andrew Li, City of Richmond Hill, Finance Business Partner
- Susan Quinn, Secretary

Regrets:

-

Agenda

1. Agenda adoption
2. Minutes Approval
3. 2023 Q1 Financial Report / A. Li
4. Budget Transformation Project Update / D. Solomon
5. New Business
6. Adjournment

1. Agenda Review and Adoption

Motion: FC23.09

That the agenda be adopted.

Moved by: S. Chait

Carried

2. Minutes Approval

Motion: FC23.10

That the minutes of March 10, 2023 be received for information.

Moved by: S. Raj

Carried

3. 2023 Q1 Financial Report / A. Li

Motion: FC23.11

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

- Q1 at 24.6% is in line with quarterly budget
- Library generated revenue is low due to new Manager of Revenue Development not yet hired.
- Capital project discussion:
    - S.Chait and S. Nasseri inquired about status of older capital projects pending completion
    - D. Solomon confirmed that many capital projects have already been closed or are close to being completed, and staff are constantly working with City teams to complete projects and ELT reviews their status at monthly financial meetings.

That the *2023 Q1 Financial Report for the period ending March 31, 2023* be received for information.

Moved by: S. Chait

Carried

4. Budget Transformation Project Update / D. Solomon

Motion: FC23.12

That the Budget Transformation Project Update be received for information.

Moved by: S. Raj

Carried

5. New Business

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

- Adding incoming Manager of Revenue Development to RHPL Board Finance Steering Committee

Motion: FC23.12

That the Manager of Revenue Development be added to the RHPL Board Finance Steering Committee.

Moved by: S. Chait

Carried

6. Adjournment

Motion: FC23.13

That the meeting be adjourned at 5:02 pm

Moved by: D. Solomon

Carried

Subject: 2023 Q1 Financial Report

For: Receipt

Date: May 18, 2023

Report #: SRLIB23.08

To: Richmond Hill Public Library Board

From: Andrew Li, Financial Management Advisor, City of Richmond Hill

SUMMARY

Financial updates are provided to the Library Board on a quarterly basis. This Q1 report was received by the RHPL Board Finance Steering Committee at their April 20, 2023 meeting, which recommended it to the Library Board for receipt.

The attached Financial Reports, for the period ending March 31, 2023, reflect expenditures and revenues to date compared to the annual budget, with a focus on significant variances and contributing operational factors. The year to date actuals are also presented alongside the year to date budget for comparison purposes. As a general guideline, revenues and expenses are assumed to occur evenly throughout the year. Given that the Q1 reports cover 3 months (Jan-Mar), the general benchmark for actual spend is 25% of the total annual budget.

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

RECOMMENDATION

That the Richmond Hill Public Library Board:

1. Receive the report for information.

RATIONALE

The attached financial reports focus on the Library Board's Q1 results and position. Additional commentary is provided below for significant and notable variances between the budget and actuals for revenues and expenditures.

Revenue

Library revenue generated approximately 16% of total budgeted revenues.

- Provincial grant revenue as budgeted is received in a lump sum, typically in the fourth quarter; however, the revenue is presented as accrued quarterly for budget comparison purposes.

- York Region District School Board funding as budgeted will typically reflect a January to August payment deposited in the second quarter and a September to December payment deposited in the fourth quarter owing to the School Board's September to August financial calendar; however, the revenue is presented as accrued quarterly for budget comparison purposes

- City Reserve funding reflects the first quarter spend for the Library's collection development expenditures, and

- Library Generated Income is at 4.3% received. Fines, room rentals and used materials sales to date are not as robust as anticipated. In addition, new revenues streams were budgeted that were related to the hiring of a new Manager, Revenue Development. The recruitment for this position is currently underway.

Expenditures

Library expenditures are on track with approximately 22.7% spent in the first quarter.

- *Personnel* expenditures at 23.4% spent due to normal staffing turnover and vacancy gapping, including the vacant Manager, Revenue Development position;

- *Collection Development* expenditures are also at 23.4% spent due to timing of filled and received orders;

- *Contracts & Services* expenditures are at 18.5% due to the timing of contract renewals; and

- *Materials & Supplies* are at 20.0% as spending patterns vary according to requirements during the year.

Status of Capital Projects Report

The attached chart provides an overview of the Library's capital projects that remain open at March 31, 2023. Capital projects vary in expected delivery time from date of approval owing to their complexity or by staff or resource constraints. Staff continue to work on completing outstanding capital projects.

Richmond Hill Public Library Reserve Activity

Donation and Bequest Reserve Fund
The Richmond Hill Public Library Board Donation and Bequest Reserve Fund is used as a reserve for any monies that are donated to support the library and reflects a balance of $639,292, broken out as follows.

- $123,000 for Local History Digitization project (Motion 18:116 December 2018).

- Remaining balance of $516,293 is unallocated.

Special Purpose Reserve

The Richmond Hill Public Library Board Special Purpose Reserve is a reserve that is used for grant carryovers or library surpluses and reflects a balance of $1,308,199.

- $313,911 from 2022 year end surplus to support 2023 operating budget needs

- $36,000 for 2022 Community Foundations of Canada Grant

- $100,000 for Space Enhancement Project (Motion 22:04 January 2022)

- $858,288 balance from 2015 to 2020, undesignated

A portion of the undesignated balance will be used to fund potential costs related to the Organizational Reallocation, as per SRLIB22.11 from December 2022.

BACKGROUND

The following standing note will serve as background for all 2023 operating reports:

In the personnel expenditures budget, salaries involve incremental costs throughout the year as grade and step rate increases are applied. In addition, RHPL is in the midst of a re-organization of structure and staff, which is scheduled to be fully in effect towards the middle of summer. The result of these changes will likely cause month-to-month variances between actuals to budget, however, it is anticipated that final yearend totals will approximate budget.

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

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

Approximately 50% of the Library collection development costs are self-funded through a transfer to the City's Infrastructure R&R Reserve Fund. The annual total transfer will match the budget, as it is expected that RHPL will fully spend the collection development budget.

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

ATTACHMENTS

1. *RHPL Statement of Operations* for the period ending March 31, 2023

2. *RHPL Status of Capital Projects* for the period ending March 31, 2023

2023 Operating Results
RICHMOND HILL PUBLIC LIBRARY BOARD
Overall Summary

	2023 YTD Actuals	2023 Approved BUDGET	Variance Fav/(Unfav)	Actuals % to Budget
Expenditures				
Personnel	1,741,179	7,454,700	5,713,521	23.4%
Collection Development	272,101	1,164,200	892,099	23.4%
Contracts/Services	268,292	1,449,800	1,181,508	18.5%
Materials/Supplies	28,055	140,400	112,345	20.0%
Transfer to Reserve	-	-	-	0.0%
Transfer to R&R Reserve Fund	136,051	567,700	431,650	24.0%
Total Expenditures	**2,445,677**	**10,776,800**	**8,331,123**	**22.7%**
Revenues				
Provincial/Other Grants	(30,335)	(122,200)	(91,865)	(24.8%)
Library Generated Revenue	(15,321)	(359,000)	(343,679)	(4.3%)
YRDSB Funding	(60,700)	(242,800)	(182,100)	(25.0%)
Transfer from Reserve	-	(516,200)	(516,200)	0.0%
Transfer from R&R Reserve Fund	(272,101)	(1,126,600)	(854,499)	(24.2%)
Total Revenues	**(378,457)**	**(2,366,800)**	**(1,988,343)**	**(16.0%)**
Net Budget	**2,067,220**	**8,410,000**	**6,342,780**	**24.6%**

YTD Actuals vs YTD Budget			
2023 YTD Actuals	2023 YTD Budget	Variance Fav/(Unfav)	Actuals % to Budget

	2023 YTD Actuals	2023 YTD Budget	Variance Fav/(Unfav)	Actuals % to Budget
Expenditures				
Personnel	1,741,179	1,863,700	122,521	93.4%
Collection Development	272,101	291,100	18,999	93.5%
Contracts/Services	268,292	362,500	94,208	74.0%
Materials/Supplies	28,055	35,100	7,045	79.9%
Transfer to Reserve	-	-	-	0.0%
Transfer to R&R Reserve Fund	136,051	141,900	5,850	95.9%
Total Expenditures	**2,445,677**	**2,694,300**	**248,623**	**90.8%**
Revenues				
Provincial/Other Grants	(30,335)	(30,600)	(265)	(99.1%)
Library Generated Revenue	(15,321)	(89,800)	(74,479)	(17.1%)
YRDSB Funding	(60,700)	(60,700)	-	(100.0%)
Transfer from Reserve	-	(129,100)	(129,100)	0.0%
Transfer from R&R Reserve Fund	(272,101)	(281,700)	(9,599)	(96.6%)
Total Revenues	**(378,457)**	**(591,900)**	**(213,443)**	**(63.9%)**
Net Budget	**2,067,220**	**2,102,400**	**35,180**	**98.3%**

BUDGET APPROVAL YEAR	WBS NO.	WBS DESCRIPTION	APPROVED BUDGET	PTD ACTUAL EXPENSES	NET BUDGET UNDER (OVER) (BUD –
2016	P/000177.01	2016 Telephone Systems TE	$ 85,000	$ 70,100	$ 14,900
2019	P/000614.01	2019 Online Payment Module	$ 15,000	$ 10,078	$ 4,922
2019	P/000615.01	2019 STEAM Tech RV&RG	$ 30,000	$ 23,847	$ 6,153
2019	P/000617.01	2019 Maker Space Equipment CE	$ 25,000	$ 5,918	$ 19,082
2019	P/000622.01	2019 RFID PeripheralsRepl(Scanner)	$ 26,700	$ 25,908	$ 792
2019	P/000625.01	2019 Presentation Equipment CE	$ 25,000	$ 14,142	$ 10,858
2019	P/000612.01	2019 Auto.MaterialsHandlingSortatio	$ 200,000	$ 155,496	$ 44,504
2019	P/000621.01	2019 Workstations&Peripherals	$ 319,500	$ 121,746	$ 197,754
2020	P/000783.01	Collection Inventory	$ 141,600	$ 192	$ 141,408
2020	P/000621.02	2020 Workstations & Peripherals	$ 250,000	$ 185,198	$ 64,802
2021	P/000620.03	2021 Collection Development	$ 356,000	$ 80,842	$ 275,159
2021	P/000794.01	Cash Registers / POS System	$ 68,600	$ -	$ 68,600
2021	P/000795.01	Website Redesign	$ 300,000	$ 139,010	$ 160,990
2022	P/000993.01	RHPL - ILS Discovery Layer	$ 210,000	$ 29,917	$ 180,083
2022	P/000620.04	2022 Collection Development	$ 366,700	$ -	$ 366,700
2022	P/000796.03	2022 Strategic Planning	$ 100,000	$ -	$ 100,000
2022	P/000911.01	2022 Digital Strategy Support	$ 250,000	$ 96,497	$ 153,503
2022	P/000912.01	2022 Master Plan Study Library	$ 100,000	$ 56,045	$ 43,955
2023	P/000620.05	2023 Collection Development	$ 377,700	$ -	$ 377,700
2023	P/001050.01	Data Strategy Execution and Expansion	$ 250,000	$ -	$ 250,000
2023	P/001051.01	Customer Relationship Mgmt Solution	$ 250,000	$ -	$ 250,000
2023	P/001052.01	New Brand Identity Implementation	$ 150,000	$ 6,341	$ 143,659
2023	P/001053.01	DEI Strategy Execution	$ 50,000	$ -	$ 50,000
2023	P/001054.01	Innovation Transformation	$ 100,000	$ -	$ 100,000
2023	P/001116.01	RHPL - Business App Evolution 2023	$ 200,000	$ -	$ 200,000
2023	P/001118.01	RHPL - People Counter	$ 50,000	$ -	$ 50,000
2023	P/001113.01	RHPL - IT Infrastructure Replacements	$ 120,000	$ -	$ 120,000
2023	P/001117.01	RHPL - Microsoft O365 Program	$ 131,000	$ -	$ 131,000
2023	P/001114.01	RHPL - Public Facing Technology Repl.	$ 180,000	$ -	$ 180,000
2023	P/001115.01	RHPL - Staff Technology Replacements	$ 40,000	$ -	$ 40,000
		Total	$ 4,767,800	$ 1,021,277	$ 3,746,523

Report Subject: 2023 Q1 Strategic Plan Progress Report

Report For: Receipt

Meeting Date: May 18, 2023

Staff Report #: SRLIB23.09

To: Richmond Hill Public Library Board

From: Robin Fribance, Director, Strategy & Experience

SUMMARY

This is the Q1 2023 update to the Richmond Hill Public Library Board on the progress on our Strategic Plan. Generally, there are no significant blocks in the roadmap and we are meeting or exceeding our targets.

This report is meant to provide accessible documentation of the information contained in the charts, which may not be easily read by individuals using screen reader technology.

RECOMMENDATION

That the Richmond Hill Public Library Board:

1. Receive the report for information.

Q4 2022 PROGRESS

Strategic Plan Priorities

Priority 1: Inspiring In-person Experiences

      P1.1. Launch New Central Café   Complete

Soft opening Nov 2022; Full service Feb 2023

P1.2. Modernize Meeting Room Facilities *Expected start 2024*	Not started
P1.3. Develop RHPL Master Plan *Expected completion Q3 2023*	On track
P1.3a. Explore Branch Specialization *Dependency: P1.3 - RHPL Master Plan*	On track
P1.3b. Assess After-hours Model *Dependency: P1.3 - RHPL Master Plan*	On track
P1.4. Redesign Service Model *Dependency: Organization realignment* *Expected completion Q4 2023*	On track

Priority 2: Accelerated Digital Experiences

P2.1. Redevelop RHPL Website *External dependency: CRH IT* *Phase 1 launch May 15* *Expected Completion Q4 2023*	On track
P2.2. Develop Digital Product Strategy *Expected completion Q1 2024*	Delayed
P2.3. Integrate Personalization *Dependency: CRM System onboarding* *CRM system is a recently approved capital project* *Project kick-off May 2023*	Not started

Priority 3: Customer- and Mission-focused Content

P3.1. Develop Future-ready Content *Ongoing*	On track
P3.2. Support Entrepreneurs & Small Business	Not started

Expected start 2024

P3.3. Enhance Multilingual Offerings   On track
Ongoing across multiple departments, and will
be documented in department plans starting Q2 2023

P3.4. Expand Membership to Relevant Organizations   On track
Incremental start: partnership with Soulpepper Theatre

Priority 4: Expanded & Deeper Engagement

P4.1. Develop a Brand Strategy & New Identity   On track
Dependency: P2.1 – Website
Brand roll out May 2023

P4.2. Build & Execute a Marketing & Media Plan   On track
Expected completion Q2 2023

P4.3. Integrate Proof Point of Library Value into
Customer Journeys   Not started
Dependencies: P4.1 - Brand Identity, P4.2 - Marketing Plan
Expected start Q1 2024

P4.4 Build Librarians into Personalities   Not started
Dependency: P2.1 – Website
Expected start Q1 2024

P4.5 Develop a Literacy Initiative   Not started
Expected start 2024

Priority 5: Insights & Innovation

P5.1. Innovation & Insights Strategy   On track
Expected completion Q2 2023

P5.2. Develop Innovation & Foresight capabilities On track
Dependency: Organization realignment
Ongoing, but will be clarified with (a) the organization realignment and (b) with
the innovation and insights strategy

Priority 6: Information & Technology Advancement

P6.1. Application Management Program *External dependency: CRH IT*	On track
P6.2. Expand Collaboration Tools *External dependency: CRH IT* *Microsoft 365 has begun to roll out*	On track
P6.3. Develop Data Strategy	Complete

Priority 7: Effective Governance

P7.1. Develop Financial Sustainability Strategy *Feasibility study competed Q4 2022*	On track
P7.2. Conduct Board Governance Review *Ongoing* *Expected completion Q4 2023*	On track
P7.3. Develop Environmental Sustainability Strategy *Expected start 2024*	Not started
P7.4. Develop Department Plans *Dependency: Organization realignment* *Expected completion for Marketing, Collections, Programming, Innovation/Insights Q2 2023*	On track

Priority 8: Expanded & Deeper Partnerships

P8.1. Participate at Local/Regional Planning Tables *Dependency: Organization realignment*	On track

Recent activity:
- South Central Richmond Hill Community Action Table
- Library Settlement Partnership, Catholic Community Services York Region
- York-Durham-Peel Region programming partnership
- 360 Kids' Youth Empowerment Strategy Committee
- Richmond Hill 150 planning team

P8.2. Broaden Library Best Practices Recent activity: • CULC Futures Lab • OLS "Valuing Ontario Libraries" initiative • ULC Strategic Plan Steering Committee • Multicultural Community Advisory Group	On track
P8.3. Expand Volunteer Program Dependency: Organization realignment Expected start 2024	Not Started

Priority 9: High-performance Organization

P9.1. Develop Culture *Ongoing; Next culture survey in Spring 2024*	On track
P9.2. Develop Performance Management Program *External dependency: CRH HR* *Organization realignment* *Expected start Q3 2023*	Not started
P9.3. Align Org Structure to Strat Plan *In progress*	On track

Strategic Plan Objectives

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

Customer Use
• Monthly Average Website Users	Exceeded target
• Unique Website Visits	Exceeded target
• Unique Catalogue Searches	Below target
• Monthly Average Wifi Sessions	Exceeded target
• In-Person Visits (Foot Traffic)	YoY Increase

Customer Satisfaction
• Customer satisfaction being tracked in 2023. No data to date for 2023.

Customer Retention/Growth
- Number of Active Card Holders   Exceeded target
- Percentage of Active Cardholders
  Relative to the Number of RH Residents   On track to meet the projection
- Active, New, Renewed & Lapsed   YoY Increase
- Active Members   Exceeded target
- Number of Physical Items Circulating   Exceeding annual projection
- Number of Digital Items Circulating   Approaching annual projection

ATTACHMENT

1. **2023 Q1 Strategic Plan Progress Presentation**

Strategic Plan Progress Report Q1 2023

May 18, 2023

Richmond Hill
Public Library

Q1, 2023 Summary
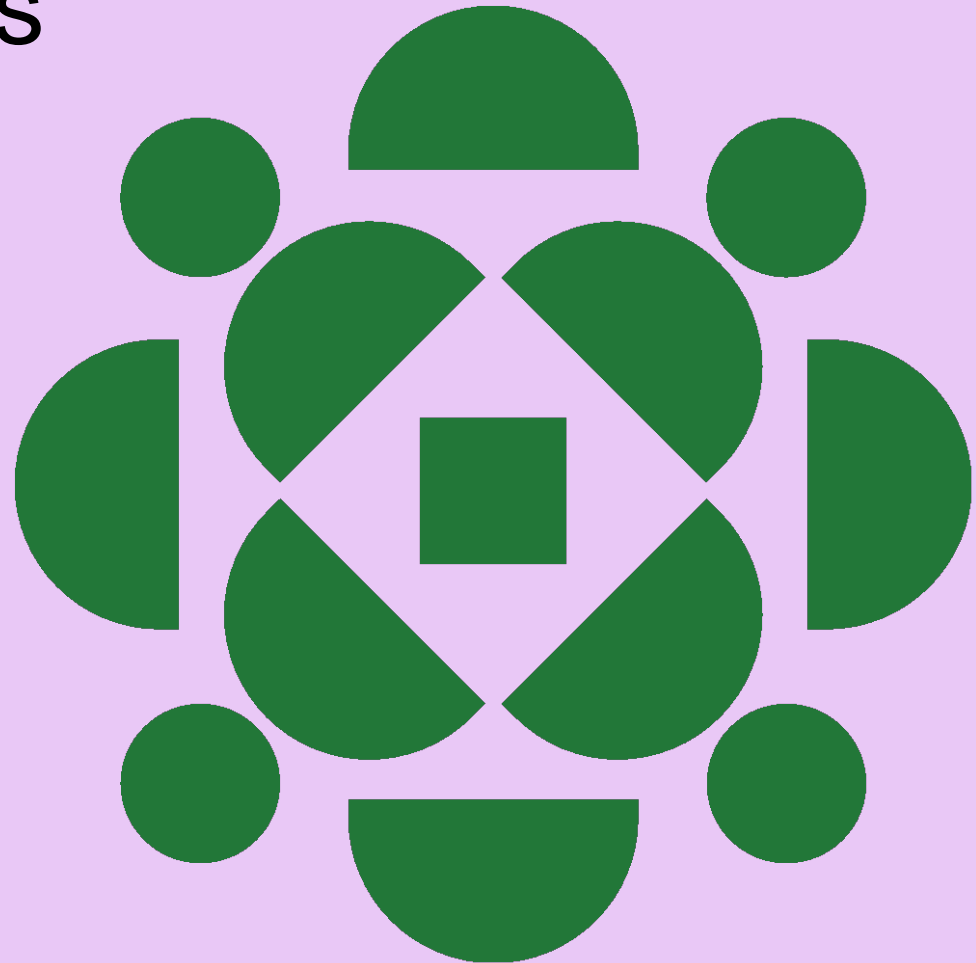
Richmond Hill
Public Library
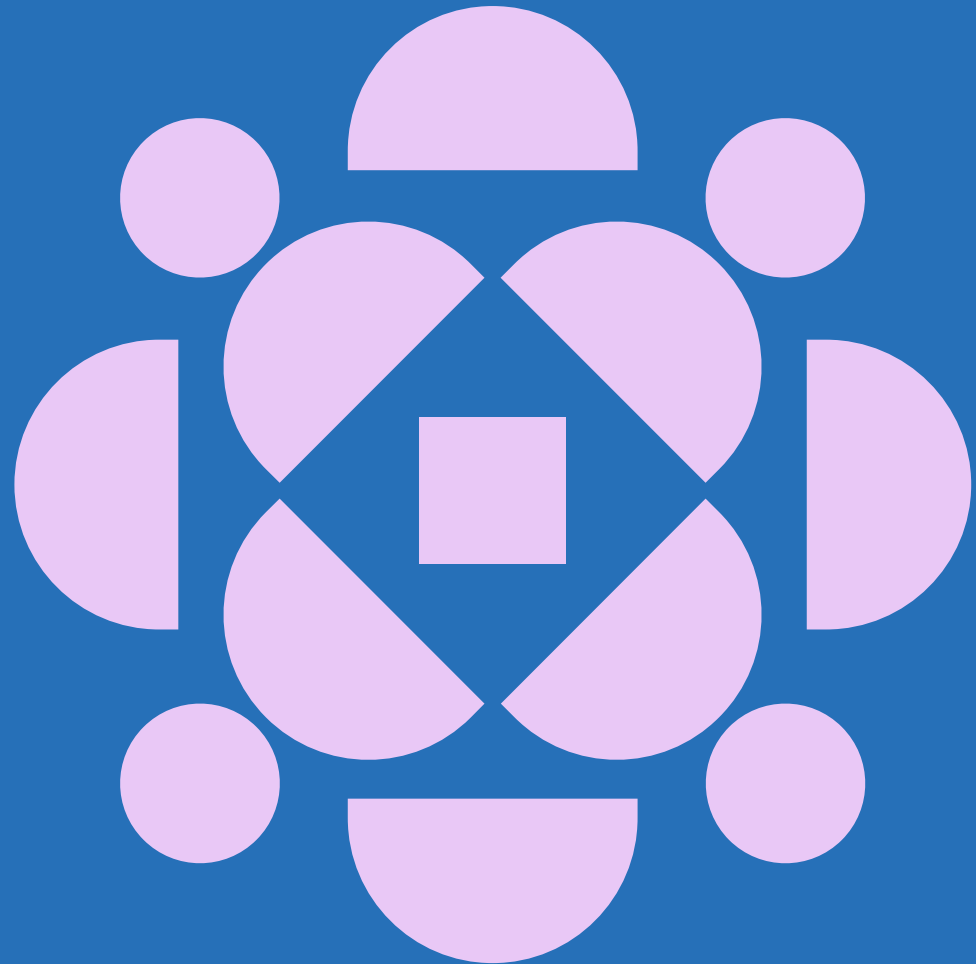
Summary

✅ Progress on Strategic Plan Priorities is advancing as planned with minimal delays, nothing at risk

✅ Progress on Strategic Plan Objectives is on track, showing consistent growth year over year.

Progress on Priorities

Richmond Hill
Public Library
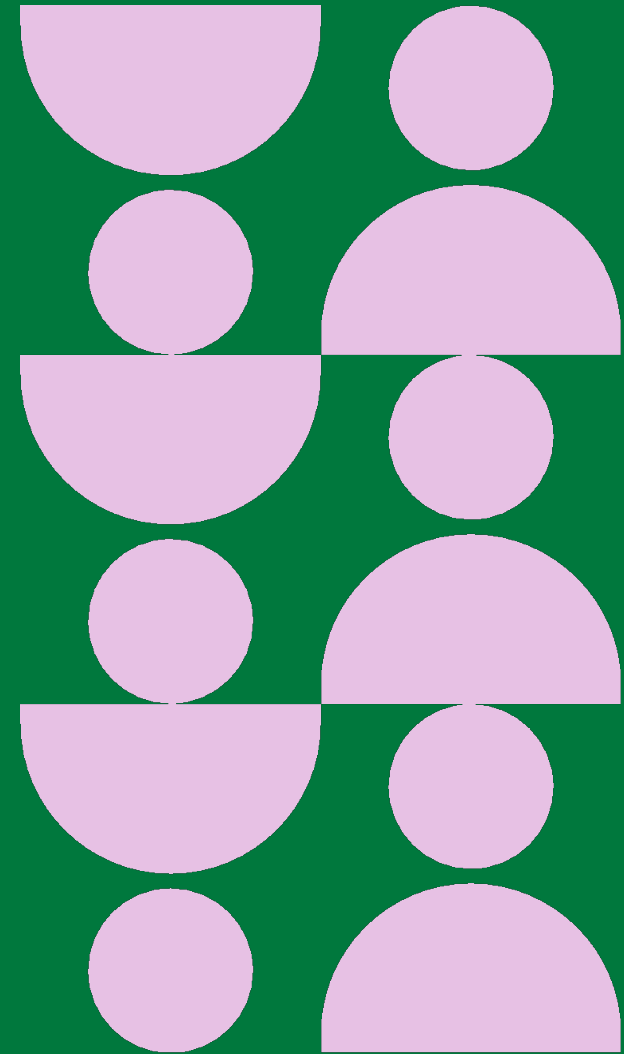
1. Inspiring In-person Experiences

Blocked Delayed Not Started On Track Completed

Priority #	Priority / Strategic Action	Status	Dependencies	Notes
P1.1	Launch new central Café	✓		Soft opening Nov 2022; Full service February 2023
P1.2	Modernize meeting room facilities	✗		Expected start 2024
P1.3	Develop RHPL Master Plan	↗		Expected completion Q3 2023
P1.3a	Explore branch specialization	↗	P1.3 - RHPL Master Plan	
P1.3b	Assess after-hours model	↗	P1.3 - RHPL Master Plan	
P1.4	Redesign service model (single point of contact)	↗	Organization realignment	Expected completion Q4 2023

2. Accelerated Digital Experiences

🔴 Blocked ⏸️ Delayed ❌ Not Started ↗️ On Track ✅ Completed

Priority #	Priority / Strategic Action	Status	Dependencies	Notes
P2.1	Redevelop RHPL website	↗️	External dependency: CRH IT	Phase 1 launch May 15 Expected Completion Q4 2023
P2.2	Develop digital product strategy	⏸️		Expected completion Q1 2024
P2.3	Integrate personalization into experiences	❌	CRM System onboarding	CRM system is a recently approved capital project. Project kick-off May 2023

3. Customer- & Mission-focused Content

Blocked · Delayed · Not Started · On Track · Completed

Priority #	Priority / Strategic Action	Status	Dependencies	Notes
P3.1	Develop new future-ready content offerings	↗ (On Track)		Ongoing
P3.2	Support development of entrepreneurs and small businesses	✕ (Not Started)		Expected start 2024
P3.3	Enhance multilingual offerings	↗ (On Track)		Ongoing across multiple departments, and will be documented in department plans starting Q2 2023
P3.4	Expand membership to include access to other mission-relevant organizations	↗ (On Track)		Incremental start: partnership with Soulpepper Theatre

4. Expanded and Deeper Engagement

Priority #	Priority / Strategic Action	Status	Dependencies	Notes
P4.1	Develop a brand strategy and new identity	🔵	P2.1 - Website	Brand roll out May 2023
P4.2	Build and execute a marketing and media plan	🔵		Expected completion Q2 2023
P4.3	Integrate proof-points of library value into customer journeys	❌	P4.1 - Brand Identity P4.2 - Marketing Plan	Expected start Q1 2024
P4.4	Build librarians into personalities	❌	P2.1 - Website	Expected start Q1 2024
P4.5	Develop a literacy initiative	❌		Expected start 2024

5. Insights & Innovation

Priority #	Priority / Strategic Action	Status	Dependencies	Notes
P5.1	Create an innovation and insights strategy	↗		Expected completion Q2 2023
P5.2	Develop innovation and foresight capabilities	↗	Organization realignment	Ongoing, but will be clarified with (a) the organization realignment and (b) with the innovation and insights strategy

6. Information & Technology Advancement

Priority #	Priority / Strategic Action	Status	Dependencies	Notes
P6.1	Execute IT digital application management program	↗	External dependency: CRH IT	
P6.2	Expand collaboration tools pilot	↗	External dependency: CRH IT	Microsoft 365 has begun to roll out
P6.3	Develop a data strategy	✓		

7. Effective Governance

Priority #	Priority / Strategic Action	Status	Dependencies	Notes
P7.1	Develop a financial sustainability strategy	➚		Feasibility study competed Q4 2022
P7.2	Conduct Board governance review	➚		Ongoing Expected completion Q4 2023
P7.3	Develop and launch an environmental sustainability strategy	✖		Expected start 2024
P7.4	Develop department plans cascading from RHPL Strategic Plan 2021-25	➚	Organization realignment	Expected completion for Marketing, Collections, Programming, Innovation/Insights Q2 2023

8. Expanded & Deeper Partnerships

Blocked | Delayed | Not Started | On Track | Completed

Priority #	Priority / Strategic Action	Status	Dependencies	Notes
P8.1	Become a participant in local and regional social policy and planning tables	(On Track)	Organization realignment	- South Central Richmond Hill Community Action Table - Library Settlement Partnership, Catholic Community Services York Region - York-Durham-Peel Region programming partnership 360 Kids' Youth Empowerment Strategy Committee - Richmond Hill 150 planning team
P8.2	Broaden library best practices and learnings	(On Track)		- CULC Futures Lab - OLS "Valuing Ontario Libraries" initiative - ULC Strategic Plan Steering Committee - Multicultural community advisory group
P8.3	Expand volunteer program	(Not Started)	Organization realignment	Expected start 2024

9. High-performance Organization

Priority #	Priority / Strategic Action	Status	Dependencies	Notes
P9.1	Develop culture to improve performance	↗		Ongoing; Next culture survey in Spring 2024
P9.2	Develop and launch staff performance management program	✖	External dependency: CRH HR Organization realignment	Expected start Q3 2023
P9.3	Align organization structure and operations to RHPL 2021-25 Strategic Plan	↗		In progress

Richmond Hill Public Library

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Progress on Objectives

Note: Updates have been made to quarterly data. Annual measures remain the same as Q4 2022.

Richmond Hill
Public Library
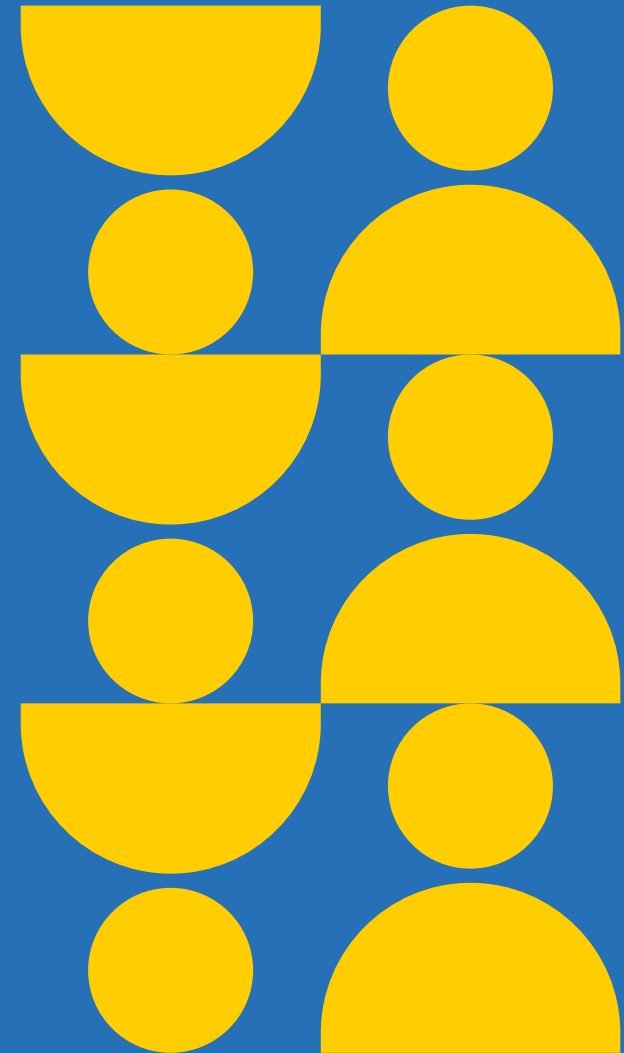
3 Indicators of RHPL Health

Customer Use → Customer Satisfaction → Customer Retention & Growth

What Customers Experience — **How It Makes Them Feel** — **What They Do As a Result**

Indicator: USE

The extent to which customers are interacting with our services

Monthly Average Website Users
The monthly average # of users who initiated at least one session in the month.

The target was set at 10% growth over the 2021 average values (previous year).

The monthly average users has decreased since last quarter, but is still above the target. Year over year, we are up by over 1300 website users.

Monthly Average Users by Quarter

36,355 ✓
Goal: 36,173 (+0.5%)

Monthly Average Users by Quarter

33.1K	34.8K	34.2K	35.5K	39.3K	36,173
2021 - Q 4	2022 - Q 1	2022 - Q 2	2022 - Q 3	2022 - Q 4	2023 - Q 1
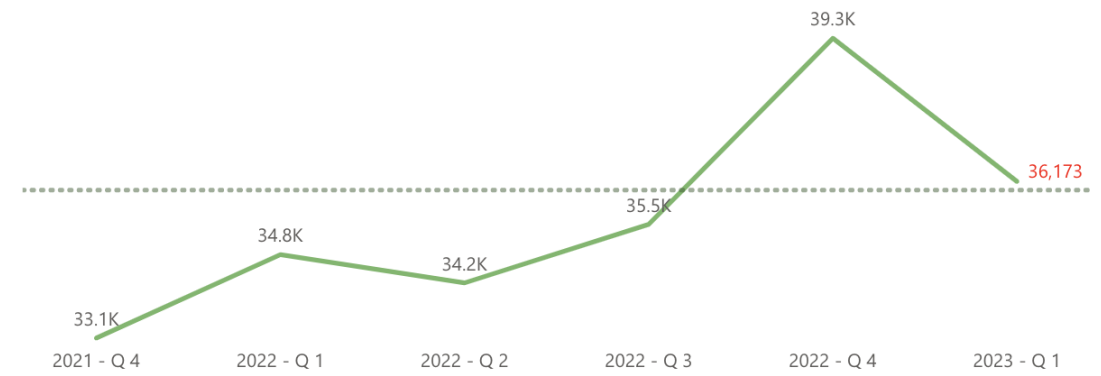
Indicator: USE

The extent to which customers are interacting with our services

Unique Website Visits
The # of unique visits (users) to the website

The target was set at 10% growth over the average quarterly value in 2022, which was 174,132.

The number of website users steadily increased over the last five quarters by about 10%.

Unique Website Visitors by Quarter

207.77K✓
Goal: 174.13K (+19.31%)

Unique Website Visitors by Quarter

208K
187K
174,131.71
172K
162K   166K   166K

2021 - Q 4   2022 - Q 1   2022 - Q 2   2022 - Q 3   2022 - Q 4   2023 - Q 1
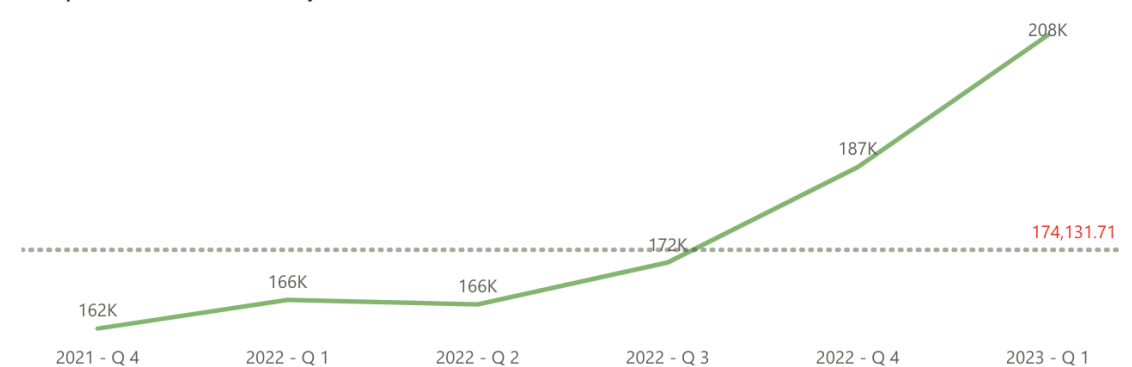
Indicator: USE

The extent to which customers are interacting with our services

Unique Catalogue Searches
# of unique users who initiated a catalogue search

The number of unique catalogue searches has increased since Q4 2022, coming to 0.8% of the target.

1.42K !
Goal: 1.43K (-0.84%)

Unique Catalogue Searches by Quarter
● UCS ● Goal-1430
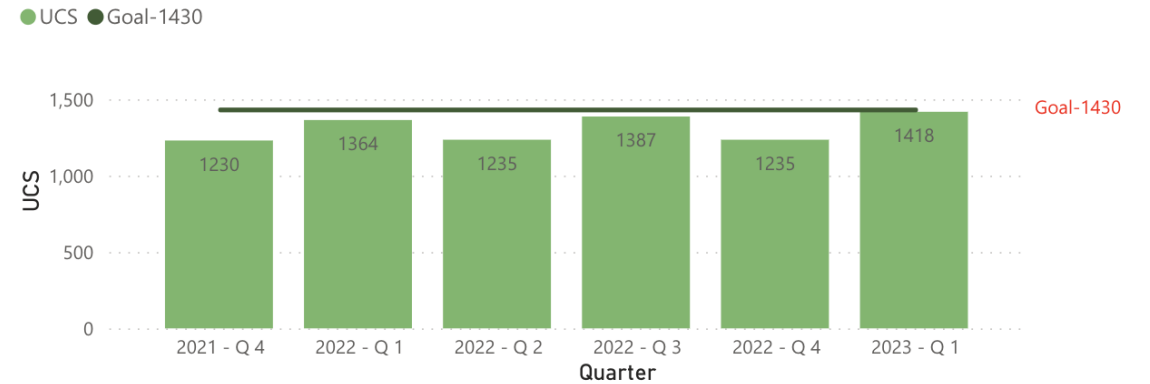
Quarter	UCS
2021 - Q 4	1230
2022 - Q 1	1364
2022 - Q 2	1235
2022 - Q 3	1387
2022 - Q 4	1235
2023 - Q 1	1418

Goal-1430

Indicator: USE

The extent to which customers are interacting with our services

Monthly Average Wifi Sessions*
Customer wifi session in the branches. *Excludes Richmond Green Branch Oct-Dec 2022 due to lack of data as a result of equipment change

The target was set at 10% growth over 2022 values. Monthly average wifi sessions are consistently on the rise, and exceeded target as of Q3 2022.

Monthly Avg. Wifi sessions

15.32K ✓
Goal: 9.67K (+58.44%)

Monthly Avg. Wifi sessions

5.8K	4.1K	7.2K	11.0K	12.8K	15.3K
					9,670.00
2021 - Q 4	2022 - Q 1	2022 - Q 2	2022 - Q 3	2022 - Q 4	2023 - Q 1
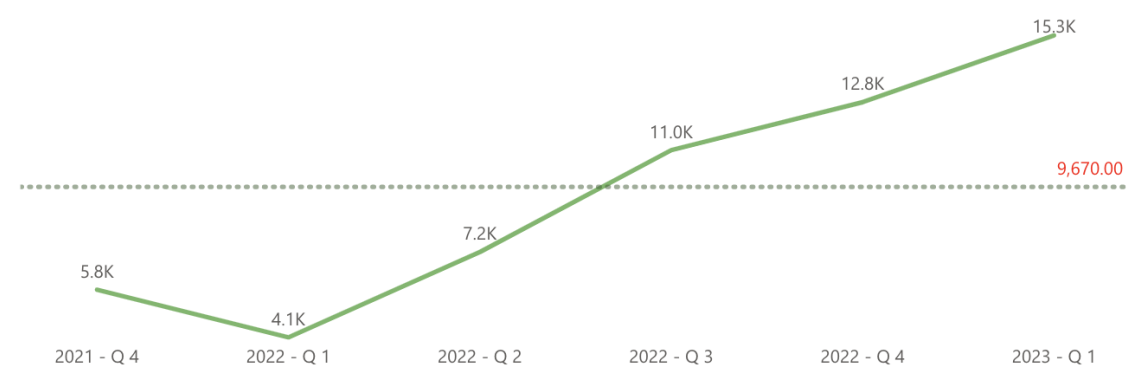
Indicator: USE

The extent to which customers are interacting with our services

In-person Visits*
Estimated based on a two-week average.

Number of customer visits made in person to all RHPL branches*

Due to pandemic closures and uncertainty, a target was not set.

Note: This metric is measured annually, therefore, there is no change.
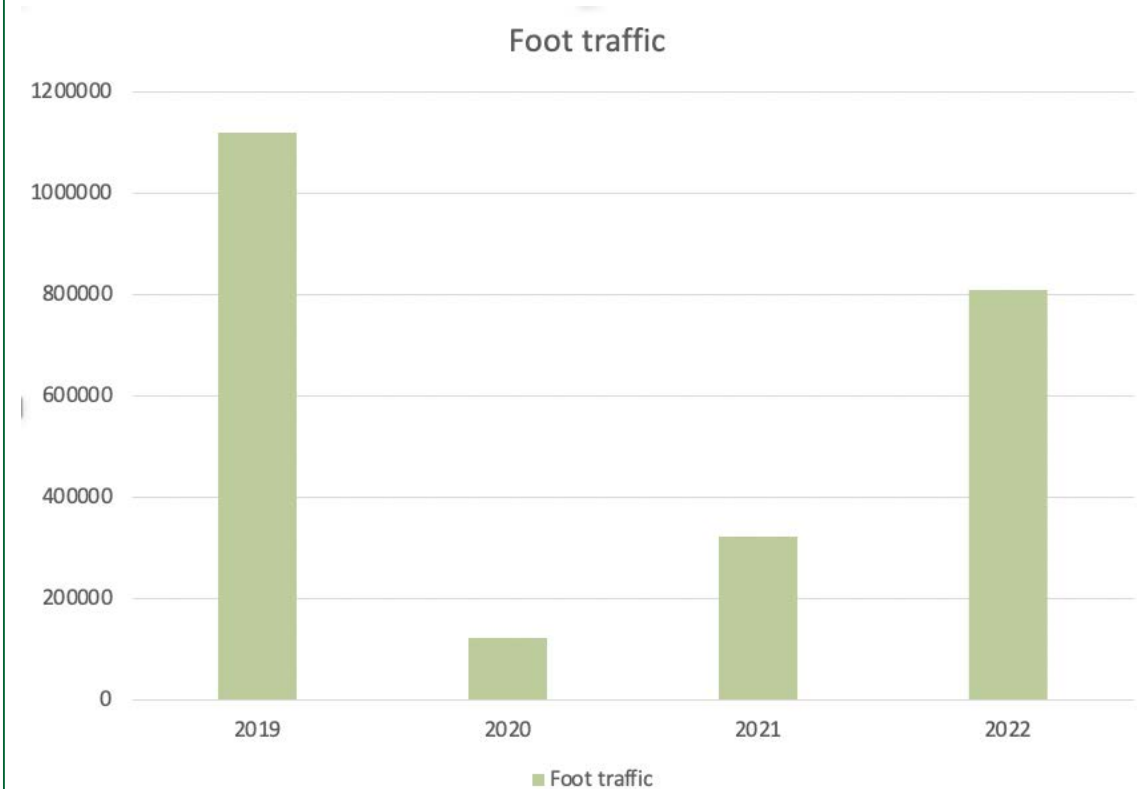
Indicator: Satisfaction

How customers perceive their interaction with our services

Quarterly reporting on Customer Satisfaction to begin later this year

Indicator: Retention / Growth

The outcome of customer interaction with and perception of our services

# of Active Cardholders by Quarter

An active card holder is an individual who has used their card within the last 2 years.

The number of active cardholders is increasing steadily since Q4 2021 and is currently about 7% over the target value. While the population of RH has grown by 0.7% over last year as of Q4 2022, the increase in active cardholders has grown by 23%.

Number of Active Cardholders by Quarter
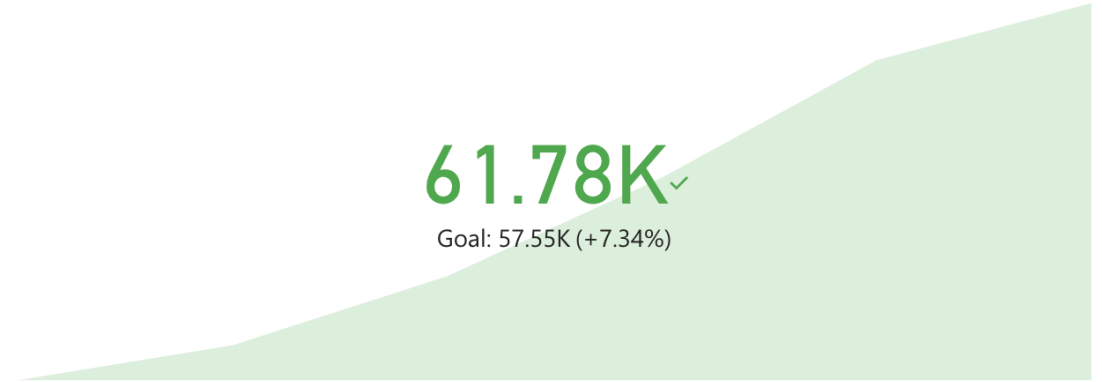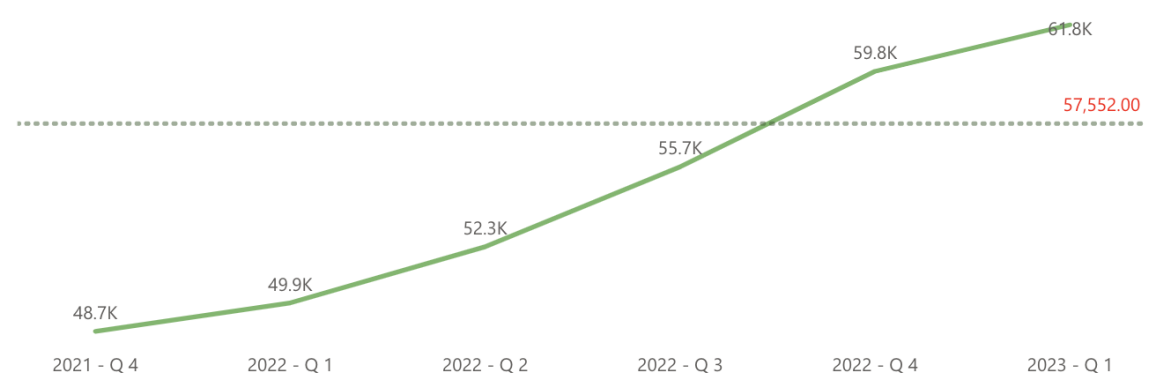
61.78K ✓
Goal: 57.55K (+7.34%)

Number of Active Cardholders by Quarter

					61.8K
				59.8K	

57,552.00

48.7K · 49.9K · 52.3K · 55.7K

2021 - Q 4 · 2022 - Q 1 · 2022 - Q 2 · 2022 - Q 3 · 2022 - Q 4 · 2023 - Q 1

Indicator: Retention / Growth

The outcome of customer interaction with and perception of our services

% of Active Card Holders* Relative to the # of RH Residents

The per capita cardholder rate has increased from about 25% in Q4 2021 to 30% in Q4 2022. RHPL is on track to meet the 2023 target by Q4 if the rate of growth remains consistent.

The population of RH has increased only 0.7% in this period.

Per Capita Card Holders Rate by Quarter
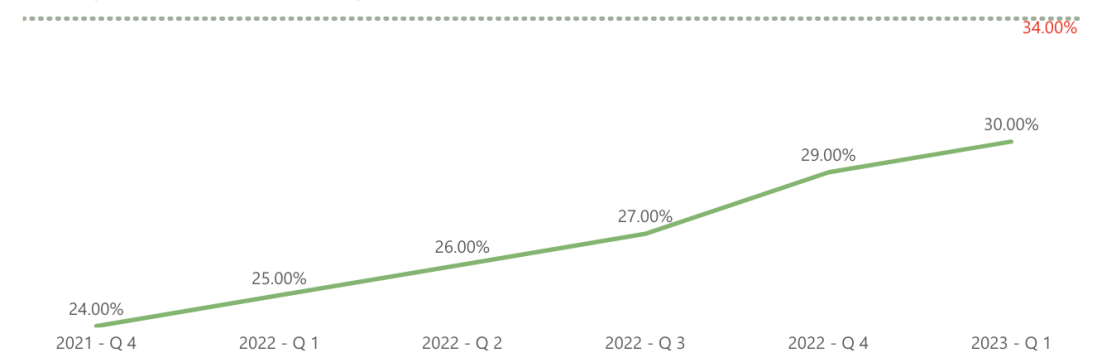
30.00%
Goal: 34% (-11.76%)

Per Capita Card Holders Rate by Quarter

34.00%

30.00%

29.00%

27.00%

26.00%

25.00%

24.00%

| 2021 - Q 4 | 2022 - Q 1 | 2022 - Q 2 | 2022 - Q 3 | 2022 - Q 4 | 2023 - Q 1 |

*An active card holder is a member who has used their card within the last 2 years.

Indicator: Retention / Growth

The outcome of customer interaction with and perception of our services

Membership Active: a member who has used their card within the last 2 years

Renewed: a member who has renewed their membership (annually prior to 2022, biennially 2022 and later)

New: new members

Lapsed: customers who do not use their card within two years and do not renew

The total number of cardholders declined from 2019 through 2021 but increased by about 23% in 2022 alone.

From 2019-2021 we lost more customers than we added. This trend reversed significantly in 2022 when we gained back some customers lost over the years.

Note: This metric is measured annually, therefore, there is no change.

Active, Renewed, New, Lapsed and % Lapsed by Year
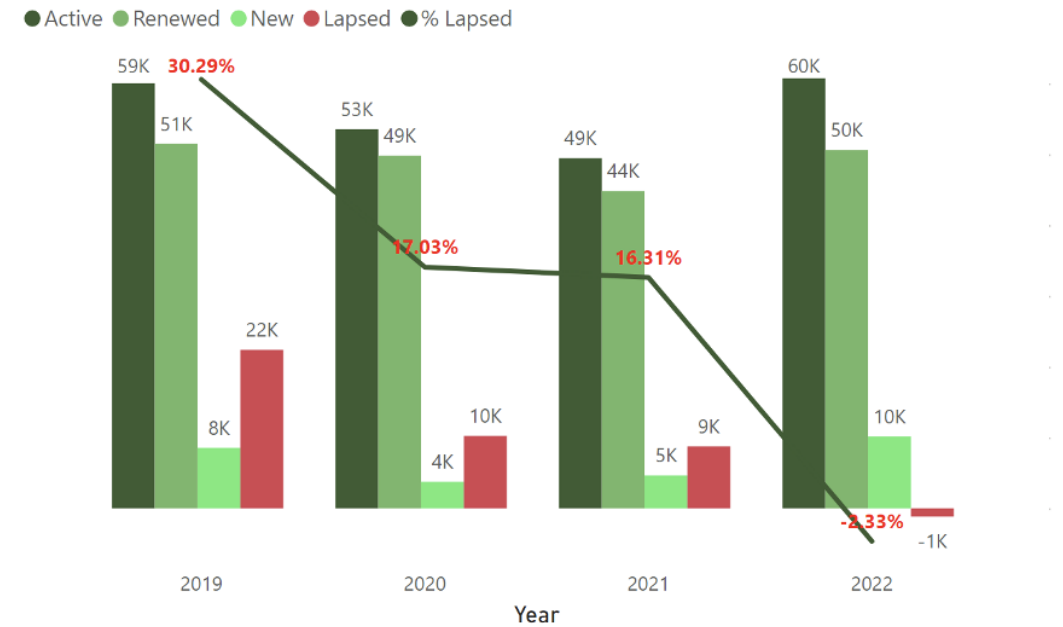
Year	Active	Renewed	New	Lapsed	% Lapsed
2019	59,093	50,676	8,417	22,018	30.29%
2020	52,711	49,027	3,684	10,066	17.03%
2021	48,684	44,115	4,569	8,596	16.31%
2022	59,788	49,817	9,971	-1,133	-2.33%

Indicator: Retention / Growth

The outcome of customer interaction with and perception of our services

Membership Active: a member who has used their card within the last 2 years

The number of active cardholders has increased every quarter since Q4 2021, and is currently about 7% over target.

Quarter-over-quarter, there is an increase of about 3%, while the population of Richmond Hill has grown by 0.7%.

Number of Active Cardholders by Quarter
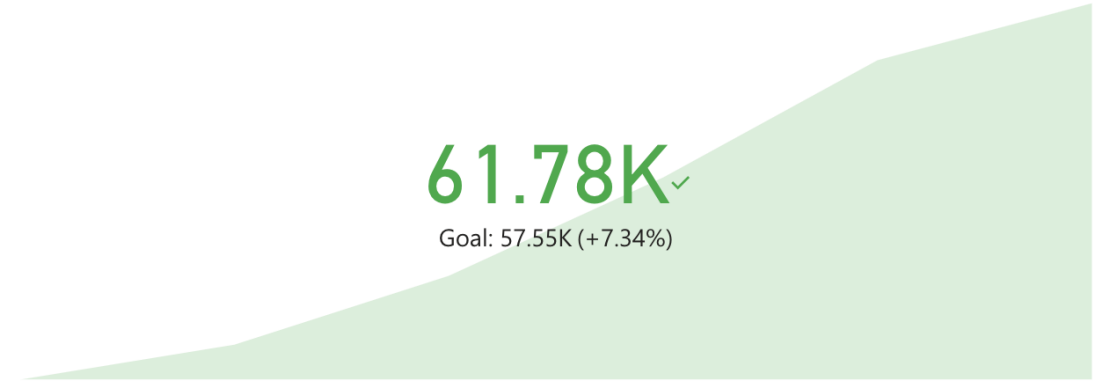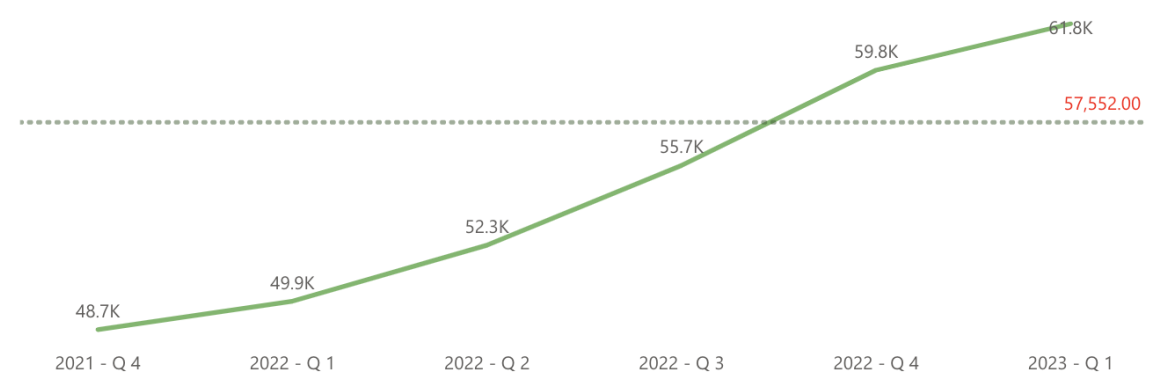
61.78K ✓

Goal: 57.55K (+7.34%)

Number of Active Cardholders by Quarter

- 48.7K — 2021 - Q 4
- 49.9K — 2022 - Q 1
- 52.3K — 2022 - Q 2
- 55.7K — 2022 - Q 3
- 59.8K — 2022 - Q 4
- 61.8K — 2023 - Q 1

57,552.00

Indicator: Retention / Growth

The outcome of customer interaction with and perception of our services

 # Physical Items Circulating

The total number of physical items circulating is 26% of the way towards achieving the annual target. RHPL is on track to meet the goal of 1.4 million items.

Physical Items Circulating by Quarter

● PIC ● Goal-1.4M

Goal-1.4M

2021 - Q 4	2022 - Q 1	2022 - Q 2	2022 - Q 3	2022 - Q 4	2023 - Q 1
0.10M	0.09M	0.09M	0.10M	0.10M	0.10M
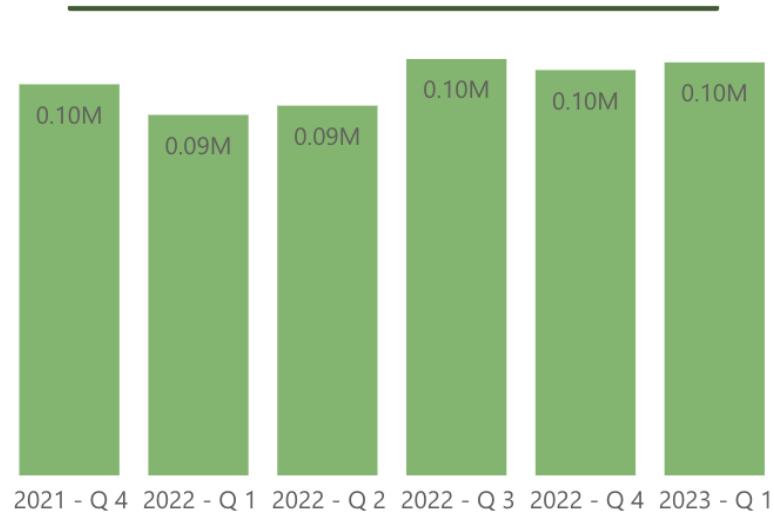
Cum # Physical Items Circulating by Quarter

● PICYTD ● Goal-1.4M
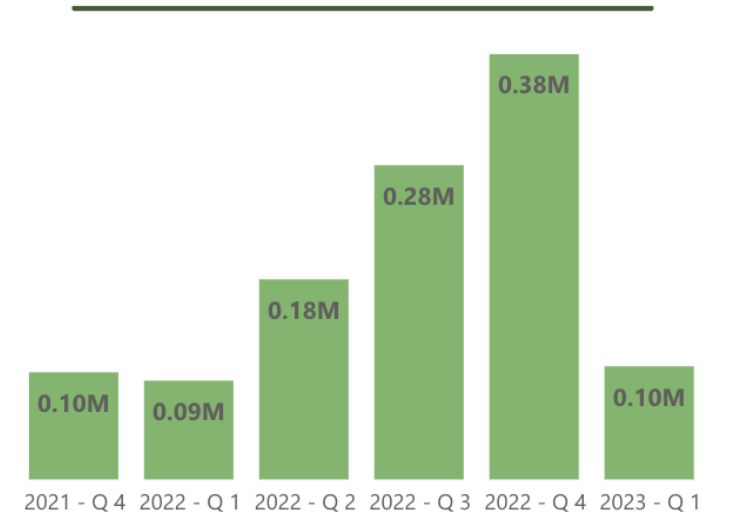
2021 - Q 4	2022 - Q 1	2022 - Q 2	2022 - Q 3	2022 - Q 4	2023 - Q 1
0.10M	0.09M	0.18M	0.28M	0.38M	0.10M

Indicator: Retention / Growth

The outcome of customer interaction with and perception of our services

 # Digital Items Circulating
Q1 2023 shows RHPL reaching 19% of the 2023 annual target. Year-over-year results are consistent with Q1 2022.

Digital Items Circulating by Quarter

● DIC ● Goal-0.55M

Goal-0.55M

- 2021 - Q 4: 0.09M
- 2022 - Q 1: 0.10M
- 2022 - Q 2: 0.09M
- 2022 - Q 3: 0.09M
- 2022 - Q 4: 0.08M
- 2023 - Q 1: 0.10M

Cum # Digital Items Circulating by Quarter

● DICYTD ● Goal-0.55M

- 2021 - Q 4: 0.09M
- 2022 - Q 1: 0.10M
- 2022 - Q 2: 0.18M
- 2022 - Q 3: 0.27M
- 2022 - Q 4: 0.35M
- 2023 - Q 1: 0.10M
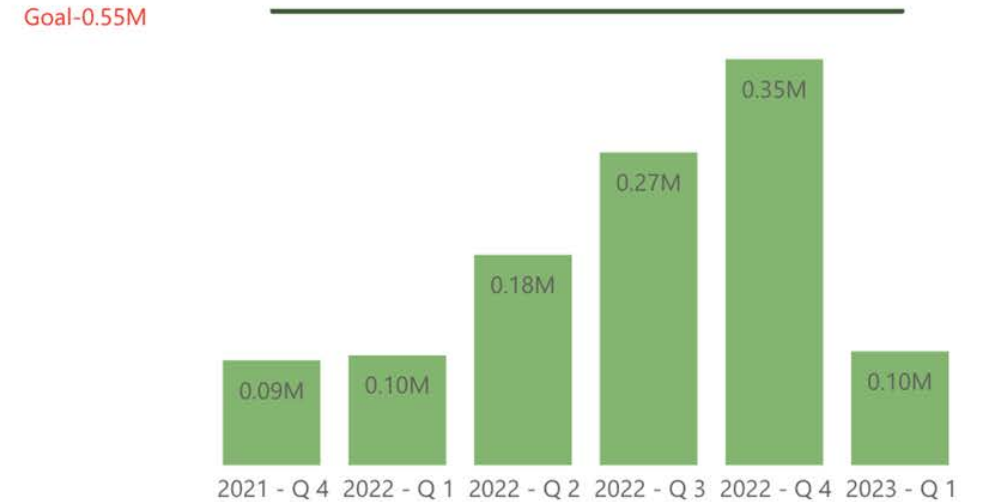
Q1 2023 Highlights

Behind the Scenes

Richmond Hill
Public Library

RG Upgrades

Art Exhibit

Creator Camp

Space enhancements at Richmond Green Branch completed in January.

Central Branch hosted an exhibition of Iranian women artists responding to the violence in Iran.

RHPL partnered with CBC to hold a Digital Creator Camp at Central Branch

Richmond Hill Public Library

What People Are Saying
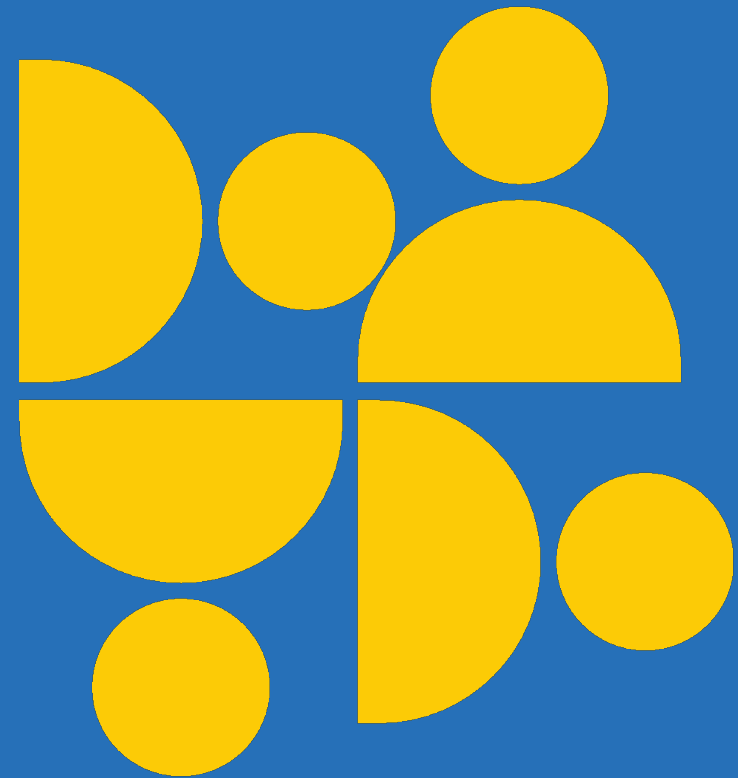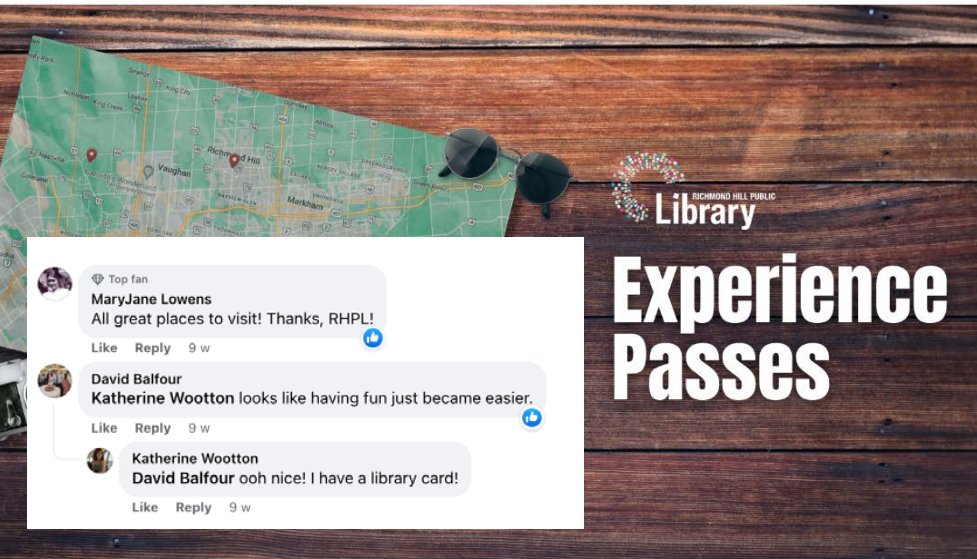
Our Community Says

Richmond Hill Public Library
6 March · 🌐

Your RHPL library card is your ticket to adventure! 📚 Starting Friday, Mar. 10, you can use your library card to get general admission passes to the Aga Khan Museum, Black Creek Pioneer Village, and McMichael Canadian Art Collection.

Find full details here: http://rb.gy/r43ha1

Note: Passes can't be used during March Break.

Experience Passes

👑 Top fan
MaryJane Lowens
All great places to visit! Thanks, RHPL!
Like   Reply   9 w

David Balfour
Katherine Wootton looks like having fun just became easier.
Like   Reply   9 w

Katherine Wootton
David Balfour ooh nice! I have a library card!
Like   Reply   9 w

📢 Boost this post to reach up to 6232 more people if you spend CA$56.
Boost post

👍❤️ Mackenzie Proctor, MaryJane Lowens and 25 others   3 comments   15 shares

Richmond Hill Public Library
16 February · 🌐

Baba from Drums et al joined us over the weekend for a special, interactive performance at our Oak Ridges Branch! He recommends The Pot of Wisdom, an African folklore tale about the round-bellied trickster-spider Ananse, who outwits enemies large and small.

Borrow this title from our collections here:
http://rb.gy/mcrs5u

📢 Boost this post to reach up to 2171 more people if you spend CA$56.
Boost post

👍❤️ Kimberly Maddin, Mackenzie Proctor and 17 others   1 comment

31

Our Community Says

Our Community Says

Richmond Hill Public Library
10 March · 🌐

We've gotta love those smiling faces from the team at our Oak Ridges Branch! They're standing next to the City of Richmond Hill community 150 photo booth, which will be popping up across Richmond Hill all year long. Stop by our Oak Ridges Branch and take a photo with it all month long. #myRH150

📢 Boost this post to reach up to 6232 more people if you spend CA$56.

Boost post

👍❤️ Mackenzie Proctor, MaryJane Lowens and 43 others   4 comments   4 shares

RN L Pñ
I'm so proud to be part of this wonderful team😍🥰

Like   Reply   8 w   Edited

💎 Top fan
Kushal Pathania
🙏🏠💐🍁

Like   Reply   8 w

Neighbourhood Guide: Toronto and the GTA · Follow
Very pretty library

Like   Reply   7 w

💎 Top fan
Catherine Glynn
Saw customers on Sunday taking pictures!

👍 2

Like   Reply   8 w

Our Community Says

Richmond Hill Public Library

Our Community Says

Future Reporting

To date RHPL has partnered with CRH for data and analytics reporting. RHPL will be welcoming new business intelligence and data analysis expertise to our team in late June, giving us new reporting capabilities. We will be:
- Reevaluating our KPIs
- Reevaluating our targets

For discussion: We also have the opportunity to change the way we are reporting to the Board. How would you like to see the information communicated?

Richmond Hill Public Library
1 William F. Bell Parkway
Richmond Hill, ON
L4S 2T9

May 18, 2023
rhpl.ca

6 ways Richmond Hill library may surprise you

From open mic nights to museum visits to sharing and hands-on learning, literacy gets a new look

By **Kim Zarzour** Richmond Hill Liberal

Friday, May 12, 2023
Article was updated May 12, 2023

Richmond Hill Public Library took over a storefront at Hillcrest Mall on March Break to offer programs, books and new library cards - Richmond Hill Public Library

When she first came to Richmond Hill from Chile, Jessica Rojas didn't know a soul.

But she knew what to do.

She went to the library.

Less than one month after arriving, she and her family visited the local branch to see what all the talk was about.

"I knew from my home country in Canada that libraries are amazing, more than books, a place where communities are together."

Her two daughters began with arts and crafts, science, STEAM and storytime programs.

She joined a film club while her husband attended history lectures.

They joined newcomer groups and Saturday fitness, and borrowed science kits and board games. Her husband joked, "If I ever go missing, you'll find me at the library."

Rojas has discovered what many Richmond Hill residents, newcomers or long timers, may not know.

The library isn't just for quiet reading anymore.

"We're trying to create more depth in the experience, as opposed to just popping in, grabbing a book and leaving," says library CEO Darren Solomon. "It's as much about connecting people with each other and ideas."

From after-hours open mic nights to multi-faith spaces to mixology classes paired with reading lists, the library is appealing to a wider demographic, says Joshua Dyer, director of content strategy and delivery.

"I don't think there's anybody out there that doesn't have a use for something that the library offers."

If you haven't visited lately, here's what's new.

REDEFINING LITERACY

Just as the library is not just books, literacy is not just reading.

There's financial literacy, for example.

Classes are now available with experts exploring topics like cryptocurrency or how to protect yourself from fraud.

To build nutritional literacy, the library offers culinary programs: how to prepare South Asian meals, for example, or the nutrition-focused Spring Eats.

For media literacy, the library's recent Creator Camp, in partnership with CBC, brought journalists and digital producers together with teens learning how to be citizen journalists.

In the next couple of months, the library will open a digital media lab with professional-grade cameras, microphones, lighting etc., so patrons can create their own podcasts or videos.

Technology is another form of literacy. Sessions explore tech trends like ChatGPT, how they will impact our lives, and how to prepare.

LIBRARY OF THINGS

Say you want to learn guitar, but don't want to invest in an instrument until you're sure you'll like it. Or you're learning to build a birdhouse and need woodworking tools.

Soon you'll be able to borrow from the Library of Things, paired with expert-led lessons on how to use the 'thing':an astronomy class with the David Dunlap Observatory, for example, and telescopes to borrow for hands-on learning.

EXPERIENCE PASSES

Want to save money visiting local attractions? You can borrow an experience pass and get free general admission to provincial parks, art galleries and museums like the Aga Khan Museum, McMichael Art Gallery, Black Creek Pioneer Village and the Bata Shoe Museum.

New passes are added each Friday.

Page **2** of **3**

REPAIR CAFÉ

Want to learn how to fix a broken bicycle, torn trousers or other household item?

You can bring it into the Repair Cafe where a specialist can help you fix it and teach you how so that next time, just use the library's tools, your new-found skills and fix it yourself.

OUTREACH

To meet a need expressed by focus groups, the library is partnering with venues in the community.

It began with a successful library storytime booth beside Hillcrest Mall's Santa in December.

During March break, a pop-up library took over a vacant store.

Now the library is looking for more ways to reach out physically — may even create a permanent location in the mall.

DIVERSITY

The library has formed a multicultural advisory group to help meet increasingly diverse needs, from multi-faith prayer spaces at all library branches, to multilingual storytimes and an expanded collection of books in multiple languages.

To learn more about how the library is changing, visit rhpl.ca

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STORY BEHIND THE STORY: Richmond Hill Library is in the process of reinventing itself. Reporter Kim Zarzour spotlights some of the changes

Kim Zarzour
Kim Zarzour is an award-winning veteran journalist for more than 30 years and author of several non-fiction books. She has been education reporter and feature writer with The Toronto Star and is currently investigative/analysis reporter with yorkregion.com in York Region. You can find her on **Facebook** *or* **Twitter** *@KimZarzour*

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