

**CITY OF RICHMOND HILL**  
**2020 Draft Budget**

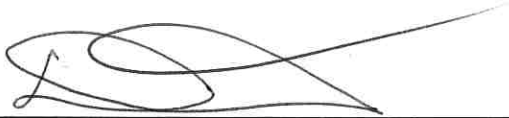
**RICHMOND HILL PUBLIC LIBRARY BOARD**

2020 Draft Budget Submitted and Reviewed by:



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**RICHMOND HILL PUBLIC LIBRARY BOARD**

***2020 Draft Operating Budget***

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## **2020 RICHMOND HILL PUBLIC LIBRARY BUSINESS PLAN**

### **Overview**

In June 2013 the Richmond Hill Public Library Board approved a strategic plan. Guided by what they heard from the community and staff, a new purpose was defined, a vision was created, values were clarified and strategies were identified.

### **Services Provided**

In alignment with the Library's Strategic Plan, activities and support to the public are designed collectively and collaboratively to provide a wide range of associated materials, programs and services including:

- in-depth collections including print, audio visual and electronic resources
- access to online authoritative electronic resources
- information and reader's advisory services
- public computers and internet access including wireless service
- access to and instruction on new emerging technologies
- programs for children, youth and adults
- community building through outreach and customer engagement
- partnership development and collaboration
- community information

- newcomer information and services
- visiting library service for the homebound
- adaptive technology and accessible collections
- world language collections, programs and services
- convenient self-services including check-in, check-out and holds pick up
- joint facility partnership with the York Region District School Board
- web-based services for renewals, account and hold information, library catalogue and online searching of electronic resources, current events and program information, and registration
- virtual content development and coordination through virtual branch, synergistic with and complementary of our physical spaces

## **2019 Accomplishments**

### ***Strengthen Your Connections***

- ✓ Collaboratively designed and delivered services with partners and community organizations for specific, typically underserved community segments that none of us could deliver alone. This included service to at-risk youth, adults with intellectual disabilities and newcomers.
- ✓ Furthered the newcomer strategy by completing focus groups with various agencies to assess newcomers' needs and expectations in public library service development
- ✓ Acted as official hub for City of Richmond Hill *Culture Days* programming and hosted multiple activities with community partners at Central Library

- ✓ Contributed Library content for *CRH 2018 Annual Culture Report* and *2018 Accessibility Report*
- ✓ Enhanced the Library's role as knowledge centre through extensive social media campaigns across multiple platforms, engaging residents with library services and resources
- ✓ Established Google business profiles for the four RHPL locations, allowing for each branch to become more searchable/engaging through Google's search engine, and offering additional methods for individuals to digitally connect with the Library
- ✓ Completed installation of the new telephone solution strengthening connections with customers

### ***Contribute Vibrant Spaces***

- ✓ Completed construction of the new Oak Ridges Library in partnership with City of Richmond Hill and new constructor Buttcon Ltd.
- ✓ Completed extensive planning for technologies, collections, furniture, shelving, staffing, specialized moving services and branch readiness for the new Oak Ridges Library
- ✓ The Oak Ridges Library opened in November, 2019
- ✓ Redesigned the Library website to enhance virtual library services and customer engagement. The new website launched in February, 2019

## ***Enrich Your Choices***

- ✓ Hosted the Teen Arts Contest Celebration which featured a display of winning entries and instructive feedback from a panel of judges
- ✓ Completed *2019 Collection Development Plan* and added 35,759 items to the Library's collections in all formats: print, audio visual and electronic
- ✓ Strengthened accountability by engaging a third party collection agency to manage overdue accounts
- ✓ Working with Minisis, completed Phase I of an expanded, more user-friendly Local History database
- ✓ Upgraded public printing solution for better printing services including self-serve using copy card vending machine and remote printing options
- ✓ Improved customer service with added convenience of self-payment options in self-serve kiosks in all branches
- ✓ Expanded iPad kiosk all remaining branches to lend iPads to library customers to access digital content
- ✓ Improved communications to customer offering choices to customers for receiving notifications via phone or email
- ✓ Launched MyRHPL mobile app. Mobile app provided easy access to library catalogue and improved customer engagement

## ***Reinforce Our Capabilities***

- ✓ Presented an aligned 2019 Business Plan and corresponding Capital and Operating Budgets with approved funding
- ✓ Constructed a partnership with the City of Richmond Hill to provide administrative services for Human Resources, Finance, Information Technology and Communications to the Library.
- ✓ Completed reporting requirements for *2018 Audited RHPL Financial Statements*, *2018 Charitable Tax Return* and *2018 Annual Survey* for the Ministry of Tourism, Culture and Sport
- ✓ Invested in and planned the third annual dedicated staff training and development day which focused on diversity and inclusion
- ✓ Demonstrated efficient and effective stewardship and accountability with the production of *2018 Report to the Community* and the *Richmond Green Annual Report 2018*
- ✓ Initiated leadership development for designated staff using an 11 session, in-house developed Leadership Development Program and collaborated with 3 other public library systems in the development and delivery of an “Emerging Leadership” course for selected staff
- ✓ Upgraded technology infrastructure to virtual server platform including UCS, primary data storage and backup solution

## **Key Objectives for 2020**

The following supports the *Richmond Hill Public Library Strategic Plan* and the four strategies identified therein:

### **Strengthen Your Connections**

- Collaborate with community partners and organizations:
  - Liaise with newcomer groups to interactively design and deliver services and resources
- Digitize and curate local history content provided by individuals and community groups to build community connections and memories that ultimately create our local Richmond Hill history:
  - Gather, digitize and curate unique local content from community groups

### **Contribute Vibrant Spaces**

- Rethink and retool our physical spaces including:
  - Design and implement modular, collaborative spaces at Central Library
  - Repair and replace physical assets to strengthen service delivery capabilities:
    - Upgrade computing workstations across all sites
    - Replace assorted technology elements
- Enhance customer service with the design and installation of an automated materials handling sortation system at Richmond Green and Richvale Libraries



## **Enrich Your Choices**

- Transform our service model to one that will achieve our vision:
  - Expand Oak Ridges' operating hours to include Sunday commencing February 2020
  - Expand the new service model to all sites, moving from behind service desks to beside and with the customer
  - Re-design service desks to enable transition to this new service model at Central, Richmond Green and Richvale Libraries
- Reinforce our services and programs with on-target, unique and curated medleys of content:
  - Inventory and refreshing of the collection at Richmond Green Library. This will both refresh the collection and allow for more flexible spaces for public use and high school study.
  - Redevelop library collection development strategy in light of the Capital Budget Strategy
- Review our many services and programs, refining our offerings to deliver unique, meaningful choices for individuals and for community segments
  - Upgrade all public computers and related applications

## **Reinforce Our Capabilities**

- Assist the Library Board with Board development during the 2018 – 2022 term
- Enable greater collaboration with the City of Richmond Hill for programs and services to minimize duplication and maximize opportunities to enhance the services provided
- Enable staff to have the competencies and confidence to contribute to the realization of the vision:
  - Provide professional development and training opportunities
  - Upgrade all staff workstations and related applications

## **Key Use Indicators as of December 31, 2018**

- 1,004,224 in-person visits were made to four library locations
- 2,213,506 visits were made electronically
- 2,100,819 library materials were borrowed
- 1,715,896 electronic information resources were used
- 706,989 community connections were established
- 72,694 active cardholders
- 206,883 2018 Richmond Hill population (City Finance, June 26, 2019)

## **Community Survey 2019**

**Library services are highly-ranked in terms of resident satisfaction in the community (92%).\***

*\* City of Richmond Hill Community Survey, March – April 2019*

*Draft 2020 Business Plan, dated December 12, 2019*



**2020 Draft Operating Budget  
RICHMOND HIL PUBLIC LIBRARY BOARD  
Overall Summary**

	<u>2018 Actuals</u>	<u>Preliminary Actuals 30/Sep/19</u>	<u>2019 Approved BUDGET</u>	<u>2020 Draft BUDGET</u>	<u>Variance (Fav)/Unav</u>	
<b>Expenditures</b>						
Personnel	\$ 7,677,193	\$ 5,748,845	\$ 8,296,900	\$ 7,973,500	\$ (323,400)	
Collection Development	1,297,962	835,463	1,193,300	628,200	(565,100)	
Contracts/Services	823,001	626,293	1,077,200	1,072,300	(4,900)	
Materials/Supplies	138,803	42,086	143,900	131,000	(12,900)	
Transfer to R&R Reserve Fund	707,357	395,550	527,400	527,400	-	
<b>Total Expenditures</b>	<b>\$ 10,644,317</b>	<b>\$ 7,648,237</b>	<b>\$ 11,238,700</b>	<b>\$ 10,332,400</b>	<b>\$ (,300)</b>	<b>(8.1%)</b>
<b>Revenues</b>						
Provincial/Other Grants	(122,200)	(91,700)	(122,200)	(122,200)	-	
Library Generated Revenue	(280,211)	(193,431)	(355,900)	(338,700)	17,200	
YRDSB Funding	(276,400)	(189,700)	(284,500)	(301,500)	(17,000)	
Transfer from Reserve	-	-	(45,700)	(450,000)	(404,300)	
Transfer from R&R Reserve Fund	(1,099,500)	(874,350)	(1,165,800)	(600,000)	565,800	
<b>Total Revenues</b>	<b>\$ (1,778,)</b>	<b>\$ (1,349,181)</b>	<b>\$ (1,974,100)</b>	<b>\$ (1,812,400)</b>	<b>\$ 161,700</b>	<b>(8.2%)</b>
<b>Net Budget</b>	<b>\$ 8,866,006</b>	<b>\$ 6,299,056</b>	<b>\$ 9,264,600</b>	<b>\$ 8,520,000</b>	<b>\$ (,600)</b>	<b>(8.0%)</b>

	<u>2019 Approved BUDGET</u>	<u>Base</u>	<u>Legislated</u>	<u>Annualization</u>	<u>New / Growth Staff &amp; Programs</u>	<u>2020 Draft BUDGET</u>
<b>Expenditures</b>						
Personnel	\$ 8,296,900	\$ (409,900)	\$ -	\$ -	\$ 86,500	\$ 7,973,500
Collection Development	1,193,300	(565,100)	-	-	-	628,200
Contracts/Services	1,077,200	(4,900)	-	-	-	1,072,300
Materials/Supplies	143,900	(12,900)	-	-	-	131,000
Transfer to R&R Reserve Fund	527,400	-	-	-	-	527,400
<b>Total Expenditures</b>	<b>11,238,700</b>	<b>(992,800)</b>	<b>-</b>	<b>-</b>	<b>86,500</b>	<b>10,332,400</b>
<b>Revenues</b>						
Provincial/Other Grants	(122,200)	-	-	-	-	(122,200)
Library Generated Revenue	(355,900)	17,200	-	-	-	(338,700)
YRDSB Funding	(284,500)	(17,000)	-	-	-	(301,500)
Transfer from Reserve	(45,700)	(404,300)	-	-	-	(450,000)
Transfer from R&R Reserve Fund	(1,165,800)	565,800	-	-	-	(600,000)
<b>Total Revenues</b>	<b>\$ (1,974,100)</b>	<b>\$ 161,700</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (1,812,400)</b>
<b>Net Budget</b>	<b>\$ 9,264,600</b>	<b>\$ (831,100)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 86,500</b>	<b>\$ 8,520,000</b>



**2020 Draft Operating Budget  
Richmond Hill Public Library  
Operating Budget Detail**

**Budget Variance Explanations**

Department Richmond Hill Public Library Board					
Budget Change Explanations (2020/2019)	2019 Approved BUDGET	2020 DRAFT BUDGET	Incremental Changes		Explanation
			\$	% Change Over Prior Year	
<b>2019 Net Budget</b>			<b>\$ 9,264,600</b>		
<b>BASE Expenditure</b>					
Personnel	8,296,900	7,887,000	(409,900)		Cost savings from staffing changes
Collection Development	1,193,300	628,200	(565,100)		Reduction for R&R Collection Development
Contracts/Services	1,077,200	1,072,300	(4,900)		Telephone and Promotion cost savings
Materials/Supplies	143,900	131,000	(12,900)		Based on historical spend
Transfer to R&R Reserve Fund	527,400	527,400	-		
<b>Total Expenditures</b>			<b>(992,800)</b>		
<b>Revenue</b>					
Provincial/Other Grants	(122,200)	(122,200)	-		
Library Generated Revenue	(355,900)	(338,700)	17,200		Projected decrease
YRDSB Funding	(284,500)	(301,500)	(17,000)		YRDSB 33.3% of shared operating expense
Transfer from Library Reserve	(45,700)	(450,000)	(404,300)		Increase draw from Carryforwards
Transfer from R&R Reserve Fund	(1,165,800)	(600,000)	565,800		Reduction for R&R Collection Development
<b>Total Revenues</b>			<b>161,700</b>		
<b>Total Base Budget</b>			<b>(831,100)</b>	<b>(9.0%)</b>	
Oak Ridges - Sunday Service		86,500	86,500		
<b>Total New/Growth Staff &amp; Programs</b>			<b>86,500</b>	<b>0.9%</b>	
<b>Incremental Increase</b>			<b>(744,600)</b>	<b>(8.0%)</b>	
<b>Net Budget</b>			<b>\$ 8,520,000</b>	<b>(8.0%)</b>	