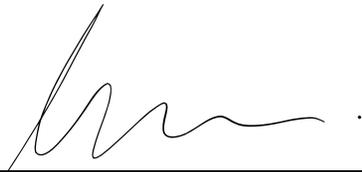


CITY OF RICHMOND HILL
2021 Draft Budget

RICHMOND HILL PUBLIC LIBRARY BOARD

2021 Draft Budget Submitted and Reviewed by:



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2021 Richmond Hill Public Library

Purpose and Services

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.

In alignment with the Library's Strategic Plan, activities and support to the public are designed 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 readers' 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

2020 Review & Accomplishments

2020 has been the year of COVID-19. The global pandemic forced significant disruption and change across all industries and to consumer behaviours. Our library operations and outputs were greatly impacted, at one point forcing a complete closure of all four of our library branches. Despite the constraints, we have been a leader in York Region and among libraries across the country in quickly pivoting to new delivery models to enable our community to continue to benefit from our services during this important social and economic time of need.

In response to the public health emergency related to COVID-19, the Library Board decided that all library branch locations be closed to the public effective March 14, 2020. In April, the Library Board agreed to remain closed to the public until further direction from the municipality and the province. On May 14, 2020, the Government of Ontario announced the additional workplaces that were able to reopen as a part of Stage 2, which included public libraries for "pick-up and delivery." In response to this announcement, the Library planned for curbside pick-up service and started offering it on June 9, 2020.

The Provincial government gave York Region approval to enter Stage 3 of re-opening starting July 24, 2020. Under that Stage 3 of reopening plan, all public libraries are permitted to reopen, while respecting the laws, bylaws, and guidance that are in place to mitigate risk of spread of the virus. As always, the safety and security of the library users and staff have been our top priority. With extensive planning, the Library opened to the public with limited services on August 4, 2020. Safety measures in place to ensure staff and customer safety include a mandatory mask policy, quarantining of returned items for 72 hours, limited building capacity, increased hand sanitizing stations, and collection of contact information for contact tracing.

As of the submission of this report, staff continue to work on a detailed phased recovery plan to gradually expand services and hours available, while ensuring the safety and security of the community. Each phase in the recovery plan will consider the physical distancing requirements, as well as the capacity and hygiene procedures related to using various library services. As has been the case throughout this pandemic, all plans and timelines will need to remain fluid and may change depending on the evolving COVID-19 related circumstances. Following the direction from the City of Richmond Hill, York Region Public Health and the provincial government of Ontario will ensure RHPL's phased reopening follows the safety regulations and guidelines.

Given the climate, the Library's response to the COVID-19 related emergency situation aligns with the all of our strategic directions - Strengthen Your Connections, Contribute Vibrant Spaces, Enrich Your Choices and Reinforce our Capabilities. We have been forced to rethink our physical spaces and enhance our virtual services, deliver focused programming to support people in this time of ambiguity, develop entirely new methods of delivering of our services, and train and enable staff to have the knowledge and skills to support the community during this crisis.

In addition, 2020 saw the completion of a restructuring at the Library that transferred certain functional aspects of the Library's operations to the City, including IT, Finance and HR. While there was some initial apprehension from staff as to how the changes would work, the transition has been positive with Library receiving the support it needs.

Some of our key accomplishments during this challenging year include:

- Limited In-Library Services
 - Limited reopening of all four of our branches in time for the return to school for thousands of students. Services include picking up available holds, computer usage and printer services, information assistance on using library resources, paying fines, and getting a library card.
 - Reconfigurations of our spaces to create new customer entrance and exit paths, and provide easy access to services.
 - During the month of August, an average of more than 300 customers a day visited our locations to use the in-library services offered.
- Curbside Pick Up Service
 - Curbside pick-up service started from June 9 at Central Library and continued to service around 40 customers daily until the Library reopened for public access on July 24th.
 - Despite the ability to pick-up materials in branches, the curbside pick-up service continues at Central Library for those customers who prefer to not enter a building.
- Expanded Remote Information Services:
 - Reference services have been provided to individuals by making requests through the Ask Us feature on our website or by calling the Library. Customers often get assistance on using the

Library's online resources through this service and asking questions related to library services available for them.

- The launch of a Virtual Librarian service that will provide in-depth and personal reference consultations via appointment-based Zoom chats. This is a pilot program that's starting in the children's area and is being evaluated for expansion.
- Growth in Digital Usage:
 - With physical branches closed or limited, there has been a significant jump in the adoption of our online digital e-resources and programs.
 - Circulation usage increases from Q2 2019 to Q2 2020 include:
 - eBooks +101%
 - eAudiobooks +30%
 - Digital Magazines +42%
 - Gale Resources 118%
 - Launched Niche Academy in June with its tutorials being accessed 1,832 times
 - We pivoted public programming to be provided through various social media channels and Zoom. 28 staff were trained to provide 154 online live and recorded programs to more than 10,453 attendees through July 2020. Some examples of new virtual programs included musical and family storytimes, gardening, newcomer outreach and STEAM-coding.
 - Launched virtual Summer Reading Club.
 - Increased emphasis placed on ensuring easy discovery of and access to our digital collection through increased promotion, publicity, and website content.
 - Accessibility enhancements to the website to ensure compliance with legislative accessibility requirements.
- Customer Service Flexibility:
 - A fine-free model was put in place through the end of 2020 to accommodate the economic hardships as a result of COVID-19 and ensure the library is available to its most vulnerable customers at their time of need.
 - Launched digital library cards.
 - Increased borrowing limits on digital materials to ensure better access while people were at home.
 - Improved functionality of self-serve kiosks to encourage contactless transactions.
- Organizational Effectiveness:
 - Completion of the 2019 reorganizational plans.
 - The Board completed the hiring of a new CEO, whose onboarding has been taking place during the COVID-19 impacts.
 - A new and deeper partnership model with the City of Richmond Hill has created new development opportunities for staff, technology synergies with the City, and expanded support structures for the Library. Some examples include transitioning to the RHhub HR system, access to RH University for all full-time and part-time Library staff, and collaboration with several departments including HR, IT, Recreation & Culture, and Finance.
 - The repositioning of a legacy management role to be newly focused on digital services and understanding the needs of library users, lapsed users and non-users, to ensure we are able to meet and exceed the user experience expectations amidst the growing demand for our digital services, as well as to continually innovate and optimize our physical and digital offerings based on our community's changing needs.

- Still to come this year are the launch of the YorkNet Fibre network to replace our current Wi-Fi solution at all of our branches, which will significantly increase bandwidth and speed, as well as the integration of our core infrastructure with the City, which will open up new synergies.

Our adaptability and efforts to continue our services during COVID-19 has been greatly appreciated by the community. Here is one example of feedback from that we received from a library user on Facebook specific to our curbside pickup program: “Thank you again for this wonderful initiative and implementing it flawlessly.”

2021 Plans

The Library’s 2021 plans reflect several internal and environmental influencing factors, and align with our broad strategies in the Richmond Hill Public Library Strategic Plan. Due to the ongoing COVID-19 uncertainties, we will need to remain flexible as an organization to be able to pivot our plans in real-time. Our plans will enable us to be adaptable, optimize current practices, and explore and create new value for the residents we serve.

Environment <i>(what we’re seeing)</i>	Implications <i>(what it means)</i>	2021 Key Initiatives <i>(what we’ll do about it)</i>
<p>The New Normal</p> <ul style="list-style-type: none"> • The uncertainties and new behaviours stemming from the current COVID-19 wave will more than likely continue through 2021 • The City of Richmond Hill is planning for a second wave in the summer of 2021 	<ul style="list-style-type: none"> • People will continue to take a cautious approach to personal health and safety, which includes shying away from gatherings and high-touch activities • A second wave may force closures and scaled back in-person operations, again stressing digital requirements 	<ul style="list-style-type: none"> • Continue to supply PPE materials for staff and customers • Explore new contactless services, such as curbside texting and home delivery • Expansion of digital services • Explore adjustments to physical spaces
<p>More People in Need</p> <ul style="list-style-type: none"> • Some social and economic impacts of COVID-19 include: <ul style="list-style-type: none"> ○ Increased unemployment, isolation, and mental health stress ○ Remote workplaces and remote education • Historically, in times of societal depression and uncertainty libraries have seen increased demand 	<ul style="list-style-type: none"> • We have an opportunity to fulfill upon our mandate by adapting how we deliver our services in this time of extra need 	<ul style="list-style-type: none"> • Additional digital programming options and resources • Outreach to groups in need (bring the library to the people)

Environment <i>(what we're seeing)</i>	Implications <i>(what it means)</i>	2021 Key Initiatives <i>(what we'll do about it)</i>
<p>Outdated Strategic Plan</p> <ul style="list-style-type: none"> • The Library's current Strategic Plan was developed in 2013 and has not been updated since • In today's ever-changing environment, best practices are that strategic plans should be reviewed and adjusted every 3-5 years • There has been significant change to all of the strategic influencing factors since then, including consumer behaviour trends and expectations, competitive and technology landscapes, the City's socio-economic makeup, and our internal organization. • There are no business KPIs or measurement models in place that are attached to the strategic and operational plans to indicate progress or performance • The Library has no deep understanding of or insights on its current and potential customers' implicit and explicit needs 	<ul style="list-style-type: none"> • We need a new strategic plan that is focused, action-oriented, and outcome-driven to maximize impact • We need an understanding of our current and future users and non-users 	<ul style="list-style-type: none"> • Develop new measurable strategic and operating plans • Develop prioritized customer personas

Environment <i>(what we're seeing)</i>	Implications <i>(what it means)</i>	2021 Key Initiatives <i>(what we'll do about it)</i>
<p>Capital Project Backlog</p> <ul style="list-style-type: none"> The Library has a backlog of Capital Growth projects dating to 2016 11 of these are very similar space planning projects, but they have been treated independently Project requests have traditionally moved ahead without appropriate executional considerations, such as resourcing and expertise 	<ul style="list-style-type: none"> Clear the backlog of Capital Growth projects Approach similar projects with a holistic view to optimize both economies scale on purchasing power and experience impact 	<ul style="list-style-type: none"> Contract a space planning specialist to present options, manage, execute and close-out 11 projects Ensure there is resource alignment and executional consideration for new initiatives going forward
<p>Revenue Opportunities</p> <ul style="list-style-type: none"> The Library's revenue has always stemmed from three main sources: City funding (~82%), Grants and subsidies (~15%), Self-generated revenue (~3%) Municipalities, including Richmond Hill, are under fiscal pressure User Fines from late fees are an antiquated model Central Library has a main floor coffee shop that is run by a third-party vendor which offers basic food and beverage services. It generates appx \$18,000 a year in Library space rental revenue and the agreement is expiring at the end of 2021, with an option to renew We have no fundraising activities, which is active in many libraries There is a growing trend in municipalities to develop brand partnerships as a revenue stream 	<ul style="list-style-type: none"> To avoid service reductions and to create new service opportunities we will face pressures to manage down costs and generate incremental revenue Revenue should not come at the expense of delivering value to the community User, especially those who are most vulnerable and need us most, should be accommodated during the ongoing impact of COVID-19 	<ul style="list-style-type: none"> Adopt and implement a new fine-free policy for 2021 that eliminates late fees and use that as a pilot to evaluate a permanent elimination Develop a Revenue Diversification strategy Bring in a food & beverage specialist contractor to explore and present various business model scenarios to maximize revenue in the coffee shop space Collaborate with City on developing a shared brand partnership revenue program

Environment <i>(what we're seeing)</i>	Implications <i>(what it means)</i>	2021 Key Initiatives <i>(what we'll do about it)</i>
<p>Organizational Effectiveness</p> <ul style="list-style-type: none"> An adaptable and high-performing culture is a foundation for success Some of our approaches and activities are rooted in legacy mindsets Our organizational design is based on what we do vs. who we do it for There are few mechanisms in place to measure our performance There are few mechanisms in place for structured professional growth The Library's collective agreement is due for renewal 	<ul style="list-style-type: none"> We should aim for a culture of independent, critical and creative thinkers, empowerment and accountability We need to design our structure around what will most benefit our customers We need to develop ways to measure how we work 	<ul style="list-style-type: none"> Optimize our service design model Professional development and performance management processes and programs CUPE negotiations Develop metrics to measure productivity

2021 Budgets

Operating Budget

The 2021 Operating Budget reflects the 2021 Plans. It assumes a “new normal” operating scenario with some ongoing day-to-day COVID-19 considerations baked into a business-as-usual budget. We are targeting a 2.7% year-over-year budget spending decrease, which is somewhat offset by forecasted declines in revenue. The municipal grant is pegged at a 0.5% increase based on the original operating budget strategy guidance from the City of Richmond Hill. Some key bridge notes from the 2021 budget include:

	<u>2019 Actuals</u>	<u>Preliminary Actuals 30-Nov-20</u>	<u>2020 Approved BUDGET</u>	<u>2021 Draft BUDGET</u>	<u>Varian (Favourable)/ Unfavourable</u>	
Expenditures						
Personnel	\$ 7,851,262	\$ 5,127,630	\$ 7,209,200	\$ 6,864,500	\$ (344,700)	
Collection Development	1,245,655	659,610	628,200	624,300	(3,900)	
Contracts/Services	946,285	539,081	1,052,100	1,352,800	300,700	
Materials/Supplies	119,194	323,010	131,000	145,900	14,900	
Transfer to Library Reserve	450,000	-	-	-	-	
Transfer to R&R Reserve Fund	538,688	483,450	527,400	300,000	(227,400)	
Total Expenditures	11,151,082	7,132,780	9,547,900	9,287,500	(260,	(2.7%)
Revenues						
Provincial/Other Grants	(122,199)	(122,199)	(122,200)	(122,200)	-	
Library Generated Revenue	(265,595)	(71,062)	(338,700)	(200,100)	138,600	
YRDSB Funding	(284,500)	(303,900)	(301,500)	(310,400)	(8,900)	
Transfer from Library Reserve	(45,700)	-	(450,000)	(277,300)	172,700	
Transfer from R&R Reserve Fund	(1,165,800)	(550,000)	(600,000)	(600,000)	-	
Total Revenues	\$ (1,883,794)	\$ (1,047,161)	\$ (1,812,400)	\$ (1,510,000)	\$ 302,	(16.7%)
Net Budget	\$ 9,267,289	\$ 6,085,620	\$ 7,735,500	\$ 7,777,500	\$ 42,	0.5%



Richmond Hill Public Library 2021 Draft Budget

	2020 Approved Budget	Base	Legislated	Growth / Service Enhancements	2021 Draft Budget
Expenditures					
Personnel	\$ 7,209,200	\$ (344,700)	\$ -	\$ -	\$ 6,864,500
Collection Development	628,200	(3,900)	-	-	624,300
Contracts/Services	1,052,100	300,700	-	-	1,352,800
Materials/Supplies	131,000	14,900	-	-	145,900
Transfer to Library Reserve	-	-	-	-	-
Transfer to R&R Reserve Fund	527,400	(227,400)	-	-	300,000
Total Expenditures	9,547,900	(260,400)	-	-	9,287,500
Revenues					
Provincial/Other Grants	(122,200)	-	-	-	(122,200)
Library Generated Revenue	(338,700)	138,600	-	-	(200,100)
YRDSB Funding	(301,500)	(8,900)	-	-	(310,400)
Transfer from Library Reserve	(450,000)	172,700	-	-	(277,300)
Transfer from R&R Reserve Fund	(600,000)	-	-	-	(600,000)
Total Revenues	\$ (1,812,400)	\$ 302,400	\$ -	\$ -	\$ (1,510,000)
Net Budget	\$ 7,735,500	\$ 42,000	\$ -	\$ -	\$ 7,777,500

- Personnel includes staffing efficiencies and cost of living increases
- Contracts & Services includes digital programming video production for COVID-19 and other new initiatives, and incremental costs to migrate to the City's SAP HR platform.
- Materials & Supplies increase includes COVID-19 supplies.
- Reduction in the Library's contribution to the City's Reserves that corresponds with the reduction in the City's Reserve transfer to the Library for Collection Development funding.
- Reduction in Library Generated Revenue reflects the elimination of late fees for 2021 and the withdrawal by York Region of our capability to sell transit fares.
- To support 2021 Plans and Budget in this year of continued change and uncertainty, transfer of \$277,300 from Library 2020 surplus into Library Reserve.

Key Use Indicators

In prior years' Business Plans the annual Key Use Indicators have been shown without year-over-year context, so below are measures from 2013 to 2019. Key trends include:

- Active cardholders (-10%) and total circulation (-12%) are down since 2013
- There is a steady shift from physical to digital demand since 2013
 - +4% in-person visits vs +36% website visits
 - -27% physical circulation vs +57% digital circulation
- There are more programs delivered and attendees, but the attendees-per-program ratio has dropped slightly from 18 to 17 since 2013



Richmond Hill Public Library 2021 Draft Budget

	2013	2014	2015	2016	2017	2018	2019
In-Person Visits	1,078,740	989,600	1,219,150	1,302,288	1,106,768	1,004,224	1,118,780
Electronic Visits	1,010,516	1,588,700	1,914,500	2,162,420	2,194,778	2,213,506	2,085,296
<i>website user sessions</i>	1,010,516	1,588,700	1,914,500	1,577,940	1,519,388	1,520,688	1,376,180
<i>social media</i>	-	-	-	584,480	675,390	692,818	709,116
Library Materials Circulated	2,385,034	2,243,194	2,213,773	2,136,006	2,108,171	2,100,819	2,109,889
<i>physical</i>	1,953,104	1,776,035	1,660,618	1,532,472	1,499,901	1,467,331	1,431,672
<i>electronic</i>	431,930	467,159	553,155	603,534	608,270	633,488	678,217
Electronic Resources Uses	-	1,360,550	1,672,300	1,927,432	1,799,616	1,715,896	1,703,572
Community Connections	5,630	14,482	38,302	471,723	689,899	706,989	723,220
<i>social media</i>	1,777	2,525	25,815	459,124	675,828	692,818	709,116
<i>other media</i>	-	31	32	42	79	56	60
<i>bookings & events</i>	3,853	11,926	12,455	12,557	13,992	14,115	14,044
Active Cardholders	65,920	61,651	56,948	55,059	62,224	72,694	59,093
Programming	47,132	47,629	58,703	61,240	68,887	70,499	73,756
<i># of programs</i>	2,476	2,645	3,143	3,171	3,533	3,794	3,993
<i># of program attendees</i>	44,656	44,984	55,560	58,069	65,354	66,705	69,763

In the 2019 City of Richmond Hill Community Survey, Library services received a very high 92% in resident satisfaction.