



# **RICHMOND HILL PUBLIC LIBRARY BOARD 2023 DRAFT OPERATING BUDGET**

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# TABLE OF CONTENTS

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*TABLE OF CONTENTS* .....2

*RICHMOND HILL PUBLIC LIBRARY* .....3

*ACCOMPLISHMENTS*.....4

*PRIORITIES*.....5

*METRICS* .....6

*2023 BUDGET HIGHLIGHTS* .....7

*FINANCIALS*.....9

# RICHMOND HILL PUBLIC LIBRARY

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## WHO?

Richmond Hill Public Library (RHPL) exists to help each and every person in Richmond Hill improve their quality of life. The only constant in all of our lives is change, and the better we are at adapting to it the better our lives will be. Your Library is a relevant and indispensable resource that motivates you to adapt and thrive in our increasingly complicated, fast-moving and interconnected world. RHPL is a gathering place for the community that provides equitable and free access to materials and services that support your well-being, and makes Richmond Hill culturally richer, socially more connected, and economically stronger.

## WHAT?

No other institution or enterprise, private or public, offers such a broad, trusted and personalized collection of ideas, content and experiences to help people improve themselves — with no strings attached. RHPL is a champion of community, guardian of social equity, and defender of diverse perspectives. RHPL is passionately local yet globally connected to the issues and trends that impact residents and the City.

## HOW?

The Library's Strategic Plan lays a path forward that's laser-focused on residents and oriented to the future. Every year, RHPL helps thousands of people in-person and online to discover, learn, connect and grow — people of every age, background, community and ability.

Great books are just the beginning of what is offered. RHPL breaks down financial barriers to self-improvement, brings people out of isolation to make new friends, and reaches those who are homebound through our visiting library service. Some of the activities include:

- Literacy: RHPL champions literacy in its many forms, from reading to nutrition, and offers a rich and multilingual collection of print, audio-visual and digital resources;
- Technology: From basic computers and free Wi-Fi to access email and print documents, to Maker Spaces that include 3D printers, laser cutters and podcasting equipment and more for those who want to explore their creativity and ideas;
- Spaces: A variety of modern spaces for students who need to study, people who need a break from working from home, and for those who need affordable meeting or event space;
- Programming: Children and families are connected through story times, RHPL is the first stop for newcomers to learn about their new country and city, and programs are offered that help people learn new skills and perspectives;
- Community Partnerships: RHPL designs events that bring the community together and reaches out directly into the community through partnerships with local organizations.

RHPL is relevant, innovative and responsive, and here for you, whenever and wherever you need. Your library, for life.



# ACCOMPLISHMENTS

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RHPL has done a tremendous amount of work on its path to modernizing the organization to be more future-oriented and customer-focused. Some of the accomplishments over the last year have included:

- Removed barriers for our community by eliminating fines for late book returns
- Finalized strategy and design of a more modern and user-focused website
- Co-founded and launched the innovative York and Durham Collaborative Programming model
- Built a new more relevant and scalable brand strategy and identity
- Expanded our multilingual digital collection to better reflect community needs
- Seen as an important civic landmark for social engagement when the Iranian community chose Central branch as the site for several human rights rallies, including a peaceful gathering of 50,000 people
- Negotiated to offer new experience passes to museums and galleries
- Developed a data strategy to better measure our successes and make more informed business decisions
- Improved workplace culture and designed a new organizational structure to better serve the community into the future
- Return of extended study hours for students during exam season
- Friendlier service desks, automated return and sorting machines, and other space enhancements to improve the visitor experience
- New outdoor seating at Central branch, funded by Community Grant
- Negotiated a new collective agreement
- New partnership with Hillcrest Mall for holiday story times
- Developed programming initiatives alongside community partners, including Culture Days, the Library's Artist in Residence program, and our annual Summer Reading Club
- Launched RHPL's first ever Team Creativity Day for employees, and began design thinking and customer journey training
- Developed a Financial Sustainability Feasibility Strategy to better meet the community's growing needs into the future



# PRIORITIES

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## CUSTOMER PRIORITIES

- Rollout of new brand strategy and identity
- Launch new marketing and media strategy
- Launch of new website
- More self-service points
- Branch space enhancements
- Master Plan study completion
- Increase community outreach
- Customer experience improvements
- Digital product strategy
- Launch of Library of Things
- Expansion of multilingual offerings
- Launch of Community Advisory Groups, starting in Collections

## INSIGHTS & INNOVATION

- Develop service design and innovation practice
- Employee idea pipeline
- Insights and innovation strategy

## ENABLER PRIORITIES

- Diversity, equity and inclusion strategy
- Organizational realignment implementation
- New department planning and reporting process
- Improvements to shared services model
- Financial sustainability initiative
- Implementation of Data Strategy

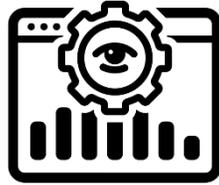


# METRICS

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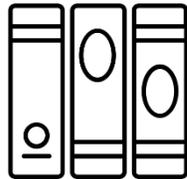
1,317 Unique Daily  
Catalogue Searches  
(6% increase year over  
year)



636,007 Unique  
Website Visits (10%  
increase year over  
year)



836,836 Customers in  
branch (159% increase  
year over year)



1,600,993 Borrowable  
Items in Circulation  
(73% increase year  
over year)



60,997 Active  
Cardholders (25%  
increase year over  
year)

# 2023 BUDGET HIGHLIGHTS

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Richmond Hill Public Library is a critical social service in the community. Residents continue to rely on the essential support that RHPL provides in a number of key areas to help improve the quality of their lives, including: building literacy skills across areas from reading to finances to cooking, supporting digital equity, fostering social inclusion and community connections, supporting academic and career success, and more.

RHPL has done a tremendous amount of work over the last 18 months on its path to modernizing the organization to be future-oriented and customer-focused. Some of the important areas of attention over the last year have been: improving workplace culture, building strategic governance, designing a new organizational structure, ongoing digital and data transformation, negotiating a new collective agreement, and designing a new brand strategy and a more modern and user-focused website. Through it all, RHPL has also pushed forward with new and exciting day-to-day offerings for the community and our team, including an expanded multilingual digital collection, adding experience passes to museums and galleries, enhancing branch spaces, and launching the York and Durham collaborative programming group and first ever Team Creativity Day for employees – both of which are currently shortlisted for Ontario Ministry Awards for Innovation and Excellence.

Heading into 2023, RHPL built on last year's SWOT analysis to be aware of the internal and external forces that the Library needed to consider when planning its activities and budgets. While the analysis exposes several areas with potential implications, there are two key issues expected to contribute to an increased dependency on the Library in 2023 and going forward:

- **Economy:** Canadians have been warned to brace for a significant economic slowdown in 2023, which will influence consumers to cut back on discretionary spending and will see unemployment rise. We can expect that more residents in Richmond Hill will rely on the Library's free collections and upskilling programs, and those who already rely on them will use them more often. As with other sectors, the Library will also face the burden of inflationary increases to the costs of our contracts and materials.
- **Urbanization:** Richmond Hill continues to see growing intensification across the City, especially in its key development areas, and the social symptoms that come with it. It's important for the Library to plan for the widening social and economic divides that tend to come with urbanization. This type of socioeconomic instability can bring with it issues such as affordable housing, crime and substance abuse, homelessness and mental health, as well as deeper digital inequities in terms of access to the internet and digital tools; and it is well-understood that these types of social issues put a much greater demand on public library spaces and services.

The 2023 RHPL Draft Operating Budget reflects those pressures as well as the ongoing changes in customer behaviour and expectations, and it is directly aligned with the Library's Strategic Plan. The budget includes in-branch space and facility enhancements, developing a new Library of Things collection, and rolling out the Library's new website and brand identity, among other activities. The budget also accounts for two key initiatives that will support the present and future:

- **Organizational Realignment:** The first phase of RHPL's new Strategic Plan was focused on rethinking and rebuilding some legacy parts of the library's foundation that would enable us to execute the plan and set up the library better for the future. One of these foundational elements was the organizational structure. Over the past ten months, the Library's executive leadership team has been working on an organizational realignment initiative, which entailed a ground-up redesign of the organizational structure. City HR and Finance were part of the working group team, and it was facilitated by a third-party expert. The changes will modernize and align our structure, roles, capabilities and capacities to the priorities and vision identified in our strategic plan. Improvements will include: creating the necessary clarity and distinctions in responsibilities for all roles; ensuring the Library is compliant with the classifications of its Collective Agreement; building backend enablement to support the organization; creating new professional growth paths for employees; improving the customer experience by making it possible for users to accomplish what they need at any contact point; adding capacity; and designing a structure that can operate and scale more smoothly.

# 2023 BUDGET HIGHLIGHTS

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- Financial Sustainability: As part of the Library's Strategic Plan, we committed to exploring opportunities to diversify and increase our revenue sources in order to amplify, not cannibalize, the City's annual funding. These new financial resources would help mitigate the Library's reliance on its reserves for funding, and help support specific initiatives to meet our community's growing library needs, such as the expansion of Maker Spaces, the addition of individual study pods, and increasing our outreach in the community.

The 2023 RHPL Operating Budget amounts to a \$440,600 increase, which will improve the Library's ability to serve the community and improve the way we work. This represents a 5.5% increase to the Library's budget; however, put into perspective, it amounts to only a 0.36% increase to the City's tax rate impact as a whole.

# FINANCIALS

## 2023 Richmond Hill Public Library Department Budget Highlights

Budget Category	2021 Actuals	Preliminary Actuals 31-Oct-22	2022 Approved Budget	2023 Draft Budget	Variance (Fav)/Unfav	% Change
Personnel	\$5,946,033	\$5,326,590	\$6,983,300	\$7,454,700	\$471,400	
Collection Development	866,275	803,424	930,400	1,164,200	233,800	
Contracts/Services	1,036,913	906,152	1,657,300	1,449,800	(207,500)	
Materials/Supplies	120,067	84,379	134,800	140,400	5,600	
Transfer to Reserve	20,415	0	0	0	0	
Transfer to R&R Reserve Fund	300,000	250,000	300,000	567,700	267,700	
<b>Total Expenditures</b>	<b>\$8,289,703</b>	<b>\$7,370,545</b>	<b>\$10,005,800</b>	<b>\$10,776,800</b>	<b>\$771,000</b>	<b>7.7%</b>
Provincial/Other Grants	(142,614)	(122,200)	(122,200)	(122,200)	0	
Library Generated Revenue	(50,513)	(61,073)	(200,800)	(359,000)	(158,200)	
YRDSB Funding	(310,400)	(297,200)	(297,200)	(242,800)	54,400	
Transfer from Reserve	0	0	(516,200)	(516,200)	0	
Transfer from R&R Reserve Fund	(600,000)	(675,000)	(900,000)	(1,126,600)	(226,600)	
Total Revenues	(1,103,527)	(1,155,473)	(2,036,400)	(2,366,800)	(330,400)	16.2%
<b>Net Budget</b>	<b>\$7,186,176</b>	<b>\$6,215,072</b>	<b>\$7,969,400</b>	<b>\$8,410,000</b>	<b>\$440,600</b>	<b>5.5%</b>

## 2023 Richmond Hill Public Library Department Budget Highlights By Budget Category

Budget Category	2022 Approved Budget	Base	Legislated	Annualization	New/Growth Staff & Programs	2023 Draft Budget
Personnel	\$6,983,300	\$321,300	\$0	\$0	\$150,100	\$6,983,300
Collection Development	930,400	233,800	0	0	0	1,164,200
Contracts/Services	1,657,300	(230,500)	0	3,000	20,000	1,449,800
Materials/Supplies	134,800	5,600	0	0	0	140,400
Transfer to Reserve	0	0	0	0	0	0
Transfer to R&R Reserve Fund	300,000	267,700	0	0	0	567,700
<b>Total Expenditures</b>	<b>\$10,005,800</b>	<b>\$597,900</b>	<b>\$0</b>	<b>\$3,000</b>	<b>\$170,100</b>	<b>\$10,305,400</b>
Provincial/Other Grants	(122,200)	0	0	0	0	(122,200)
Library Generated Revenue	(200,800)	11,900	0	0	(170,100)	(359,000)
YRDSB Funding	(297,200)	54,400	0	0	0	(242,800)
Transfer from Reserve	(516,200)	0	0	0	0	(516,200)
Transfer from R&R Reserve Fund	(900,000)	(226,600)	0	0	0	(1,126,600)
<b>Total Revenues</b>	<b>(\$2,036,400)</b>	<b>(\$160,300)</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$170,100)</b>	<b>(\$2,366,800)</b>
<b>Net Budget</b>	<b>\$7,969,400</b>	<b>\$437,600</b>	<b>\$0</b>	<b>\$3,000</b>	<b>\$0</b>	<b>\$7,938,600</b>

# VARIANCE DRIVERS

Accounts	Variance (\$)	Variance (%)	Drivers (Explanation)
Personnel	\$471,400	6.8%	Budget increase reflects cost of living, grade/step and benefit rate increases (\$181,100), impact of realignment (\$140,200) and addition of Development Revenue Manager (\$150,100), who is fully funded by an increase in library generated revenues
Collection Development	\$233,800	25.1%	Increase in collection development resources are offset by funding from Infrastructure R&R Reserve Fund
Contracts/Services	(\$207,500)	-12.5%	General contracts budget reduction was achieved as core capability gaps, which were previously obtained via consulting contracts, have been addressed through the organizational realignment
Materials/Supplies	\$5,600	4.2%	Increase for new Library branded supplies
Transfer to R&R Reserve Fund	\$267,700	89.2%	Increase in Transfer to City's Infrastructure R&R Reserve Fund is related to the increase in the collections development budget
Total Expenditures	\$771,000	7.7%	-
Library Generated Revenue	(\$158,200)	78.8%	As a result of the Financial Sustainability initiative and hiring of new Development Revenue Manager, an increase has been forecasted in library generated revenues
YRDSB Funding	\$54,400	-18.3%	Decrease in York Region District School Board funding is mainly due to the organizational realignment resulting in reduced part-time staff at Richmond Green Library
Transfer from R&R Reserve Fund	(\$226,600)	25.2%	Transfer from City's Infrastructure R&R Reserve Fund is used to offset the increase in collection development costs
Total Revenues	(\$330,400)	16.2%	-

