



P.O. Box 1749  
Halifax, Nova Scotia  
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**Item No. 4 (i)**  
**Committee of the Whole**  
**January 6, 2016**

**TO:** Mayor Savage and Members of Halifax Regional Council  
**Original Signed**

**SUBMITTED BY:** Asa Kachan, Chief Librarian and CEO, Halifax Public Libraries

**DATE:** January 6, 2016

**SUBJECT:** Proposed 2016/17 Halifax Public Libraries Budget and Business Plan

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**ORIGIN**

As per Administrative Order 1 and the Budget and Business Plan consultation schedule presented in the Information Report of September 22, 2015, staff is required to present the 2016/17 draft Business Unit Budget and Business Plans to the Committee of the Whole for review and discussion prior to consideration by Regional Council.

**LEGISLATIVE AUTHORITY**

Halifax Charter, section 35 (1) The Chief Administrative Officer shall (b) ensure that an annual budget is prepared and submitted to the Council.

**RECOMMENDATION**

It is recommended that the Committee of the Whole direct staff to proceed to prepare the 2016/2017 Halifax Public Libraries Budget and Business Plan as proposed in the accompanying presentation, incorporating additional direction provided by motion of Committee of the Whole for inclusion in the proposed HRM 16/17 Budget and Business Plan documents.

**BACKGROUND**

As part of the design of the 2016/2017 Budget and Business Plan development process, the Committee of the Whole is reviewing each Business Unit's high level budget and proposed plans in advance of detailed HRM Budget and Business Plan preparation.

At the November 24, 2015 Committee of the Whole Regional Council considered and confirmed their Council Priority Outcomes and directed staff to: "develop the 2016/17 Budget and Business Plans in support of these priorities."

**DISCUSSION**

Staff has prepared the proposed 16/17 Budget consistent with the preliminary fiscal direction received from Council on October 20, 2015 and aligned with Council Priorities as directed on November 24, 2015.

Following direction from the Committee of the Whole, staff will proceed to prepare the detailed Budget and Business Plan for inclusion in the proposed HRM 2016/17 Budget and Business Plan documents to be presented to Council, as per the process and schedule in the September 22, 2015 Information Report.

**FINANCIAL IMPLICATIONS**

The recommendations in this report will lead to the development of a proposed budget for 2016-17. There are no immediate financial implications from these recommendations. The broader financial implications will be discussed and debated as the budget is developed in more detail.

**COMMUNITY ENGAGEMENT**

None are specifically associated with this report.

**ENVIRONMENTAL IMPLICATIONS**

None

**ALTERNATIVES**

The Committee of the Whole can choose to amend the Budget and Business Plan as proposed in the accompanying presentation through specific motion, and direct staff to proceed to prepare the Budget and Business Plan for inclusion in the proposed HRM Budget and Business Plan documents.

**ATTACHMENTS**

Halifax Public Libraries 2016 – 2017 Budget and Business Plan Presentation

A copy of this report can be obtained online at <http://www.halifax.ca/council/agendasc/cagenda.php> then choose the appropriate meeting date, or by contacting the Office of the Municipal Clerk at 902.490.4210, or Fax 902.490.4208.

Report Prepared by: Asa Kachan, Halifax Public Libraries, 902.490.5868

**Original Signed**

Report Approved by:

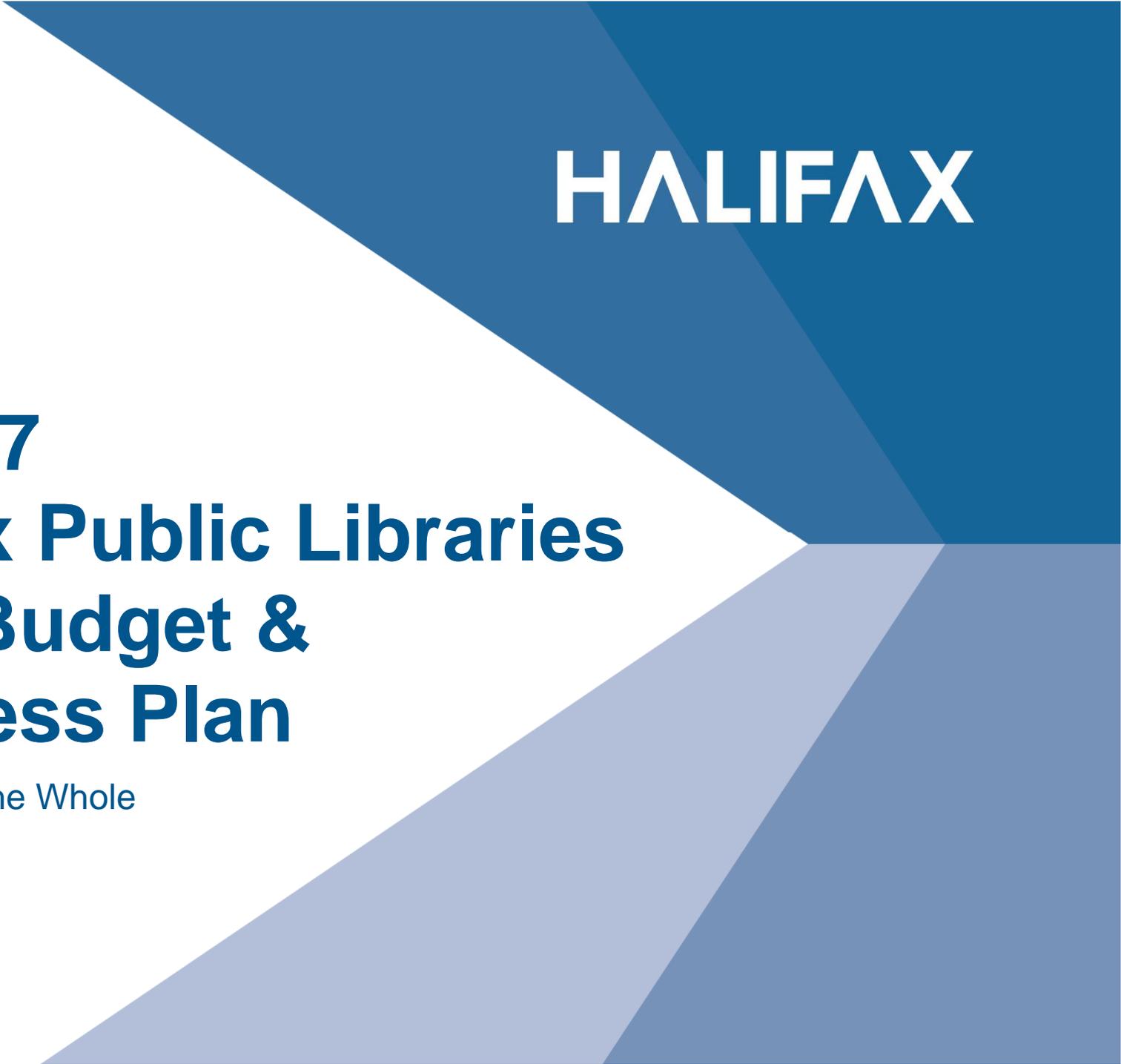
Asa Kachan, Chief Librarian and CEO, Halifax Public Libraries, 902.490.5868

Report and Financial  
Approval by:

**Original Signed**

Amanda Whitewood, Director of Finance & ICT/CFO, 902.490.6308

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The background of the slide features a large, stylized graphic of the letter 'H'. The top-right portion of the 'H' is a dark blue triangle containing the word 'HALIFAX' in white, bold, sans-serif capital letters. The bottom-right portion of the 'H' is a light blue triangle. The remaining areas of the 'H' are white.

**HALIFAX**

**2016/17  
Halifax Public Libraries  
Draft Budget &  
Business Plan**

Committee of the Whole

January 6, 2016

# Business Unit Overview

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## Vision

Halifax Public Libraries: Where we shape the future together...  
Imagine the possibilities.

## Mission

Connecting people. Enriching communities. Inspiring discovery.

- ❑ Provides public library service to the residents of Halifax under the direction of the Halifax Regional Library Board and in alignment with the Library's strategic vision and mission.
- ❑ A network of 14 branches, as well as borrow by mail and home delivery services, rural services and a range of electronic services and resources.
  - ❑ *2.86 million visits in 2014-15, up 22% in 2014-15.*
- ❑ A collection of nearly 1 million items, including books, magazines, DVDs, CDs, electronic resources, downloadable e-books and e-magazines, videos and audiobooks.
  - ❑ *Introduction of e-magazines and online language learning programs in 2015.*

# Business Unit Overview

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- A range of free programs for all ages to support reading development, social and cultural engagement, and overall wellbeing of residents. These include everything from musical performances, puppet shows and author readings, to income tax clinics, computer training, English language learning and literacy tutoring.
  - *Program attendance increased 19% in 2014-15.*
- In-house spaces designated for studying, reading, accessing technology, creativity, computer training, community meetings, socializing, connecting residents with one another and the world. Halifax Public Libraries is Halifax's biggest provider of free computer and WiFi access
  - *Computer bookings are up 24%*
  - *Meeting room bookings are up 27.6%*
  - *WiFi connections are up 106%*
- Electronic resources make the library available to residents wherever they are 24/7.
  - *Approximately 1,877,000 visits made to the Library's website to access information and resources, up 11% in 2014-15.*

# Business Unit Overview

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## Staffing

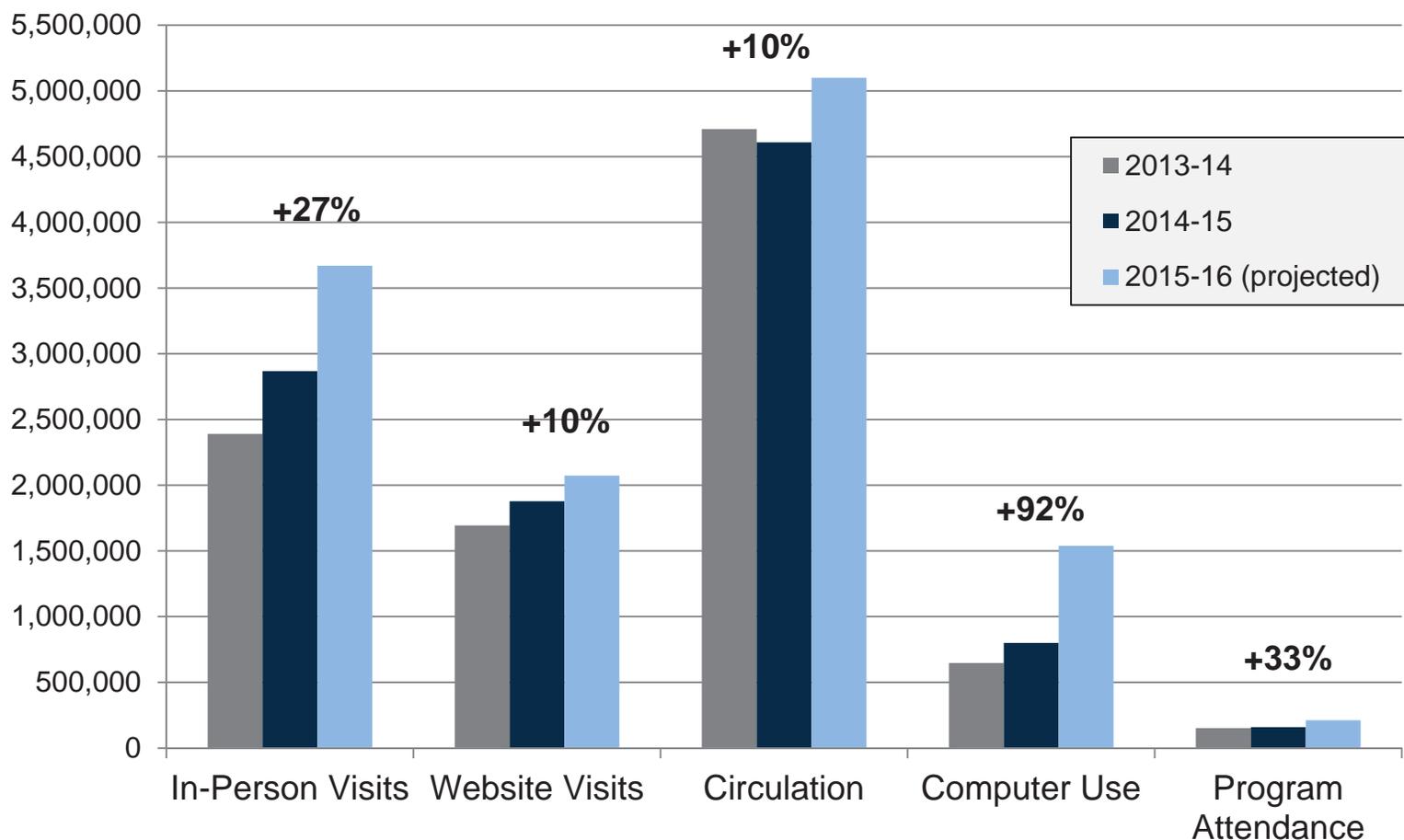
- There are 513 total positions (333.5 FTEs)
  - 38 management and non-union employees; remainder are members of Nova Scotia Union of Public and Private Employees Local 14.
- Over 700 volunteers worked 23,200 hours in 2014-15 (= 12.5 FTEs).

## Funding Sources

□ City of Halifax	\$19,440,000	(75.7%)
□ Province of Nova Scotia	\$4,916,000	(19.1%)
□ Library-generated revenue	\$1,325,300	(5.2%)*
<b>Total</b>	<b>\$25,681,300</b>	
□ Grant-funded programming	\$200,000	(approximate)

\* Up from 2.3% in 2014/2015

# 3-Year Performance System-wide



**HALIFAX**

# Business Unit Overview

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## Halifax Central Library

- ❑ Central Library has been a resounding success!
- ❑ Visits in the first year exceeded 1.9 Million, well beyond the 900,000 annual visits predicted during the planning of the Library.
- ❑ At 129,000 sq. ft., over 5 floors, it is 3 times the size of the former Spring Garden Road Memorial Library. It has become a community gathering place that is heavily used by people of all ages.
- ❑ Some features: 54% more library materials, media studios, a creative lab, new technology, excellent meeting and gathering spaces including Paul O'Regan Hall.
- ❑ Open 72 hours and 7 days per week; a 40% increase in access.

# Business Unit Overview

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## Halifax Central Library

- ❑ Capital Campaign reached its \$6.4 Million goal to meet the Library's obligations to the overall project.
- ❑ Beginning in 2015-16 the costs to operate Central Library have been included in the overall Halifax Public Libraries budget.
- ❑ Central Library has signaled for many in our community and around the world, the possibility that public libraries hold for communities, as institutions and services and places that improve the social and economic wellbeing of cities.

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News / Canada

## How Canadian libraries and their patrons are evolving

With cafes, auditorium space and video-gaming section, these libraries challenge traditional notion of what they should be.

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THE CANADIAN PRESS/ANDREW VAUGHAN

Pedestrians head past Halifax Central Library in Halifax on Wednesday, Dec. 9, 2015. Library CEO Asa Kachan says the city's new library has set the tone for a new generation of progressive libraries and other cities are taking notice.

**By:** Staff The Canadian Press Published on Wed Dec 09 2015

HALIFAX - Libraries can conjure up images of dim, musty spaces and stern librarians with index fingers pressed to their lips, ready to shush.

But the Halifax Central Library, with its cafes, auditorium space and video-gaming section, challenges every traditional notion of what these public spaces should be.

# Service Areas

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## Public Service

- Providing direct library services for all the Municipality's communities through the Library's 14 branches, as well as book distribution to those who cannot visit branches and community outreach beyond the current locations.
  - Building strong programs and partnerships to extend service to all residents, including award-winning service to the Musquodoboit Valley, and new programs to North Preston, East Preston and Cherry Brook.
  - Providing technology services to communities across Halifax, including technology training, free computer access, and online resources.
  - Reaching out to newcomers to Halifax through provision of language training and newcomer engagement and support.
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# Service Areas

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## **Collection Management**

- Developing meaningful and high quality collections; ordering and receiving all materials.
- Managing the Library's electronic catalogue to make items searchable and easily accessible to the public.
- Building new collections into the library, including Zinio e-magazines and Rocket online language learning

## **Information Technology**

- Implementing and supporting public use and system-wide computer hardware and software.
  - Managing the information technology environment including a sophisticated integrated library system.
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# Service Areas

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## **Administrative Services**

### **Communications and Marketing**

- Developing communications and marketing strategies, building website content and promotional materials to communicate Library programs and activities.

### **Fund Development and Strategic Partnerships**

- Building strong relationships with private donors and foundations to seek additional support for library activities and development.

### **Business Strategy**

- Providing administrative support to the Library Board, Chief Librarian/ CEO, Providing business plan coordination, project planning, performance analysis and data research.

### **Finance and Facilities**

- Managing financial planning, analysis and annual operating budget, accounting, reporting and oversight, procurement, grant management, revenue and charitable receipting and all aspects of facility management.

### **Human Resources / Payroll**

- Managing labour and employee relations, occupational health and safety, training and development, recruitment, selection, compensation and benefits,

# 15/16 Update

15/16 Plan	Status Update
<b>Central Library</b>	<ul style="list-style-type: none"><li>Assessed staffing during the first full year of Central Library operation to realign resources in response to community and building needs</li></ul>
<b>Customer and Community Engagement</b>	<ul style="list-style-type: none"><li>East Preston, North Preston and Cherry Brook Program underway</li><li>Community Office in Musquodoboit Valley opened in December to great welcome</li><li>Each branch has undertaken a community engagement project</li></ul>

# 15/16 Update

15/16 Plan	Status Update
<b>Customer Focused Library Collections</b>	<ul style="list-style-type: none"><li>• Launch of Zinio e-magazines</li><li>• Launch of Rocket Languages (online language learning)</li><li>• More “floating” collections</li></ul>
<b>Library Information Technology</b>	<ul style="list-style-type: none"><li>• Implementation of PC booking software complete</li><li>• iMac technology deployed at Keshen Goodman Library</li><li>• Improved public printing system currently being deployed</li></ul>

# 15/16 Update

15/16 Plan	Status Update
<p><b>Library Infrastructure and Asset Management</b></p>	<ul style="list-style-type: none"> <li>• Continuing conversations with HRM Recreation on partnership and best use of shared locations.</li> <li>• Library Master Facilities Plan 2016</li> <li>• With successful completion of capital campaign, assessing opportunities for further strategic fundraising</li> </ul>
<p><b>Universal Access and Diversity</b></p>	<ul style="list-style-type: none"> <li>• Continued focus on service to newcomers, including collaborating in planning for arrival of Syrian refugees</li> <li>• <i>Welcome to the Library</i> video created in English. 6 additional languages being developed</li> <li>• Sighted guide training</li> <li>• Collaborated with HRM French/Acadian Liaison to to build engagement with the Francophone community</li> </ul>



# 15/16 Update

15/16 Plan	Status Update
<b>Library Staffing and Recruitment</b>	<ul style="list-style-type: none"><li>• 5 year contract with NSUPE Local 14 signed</li><li>• Working on inclusion of library in City of Halifax's Brass Rail electronic application/screening system with 2016 implementation goal</li></ul>
<b>Strategic Planning</b>	<ul style="list-style-type: none"><li>• Strategic Planning Board/Staff Committee struck</li><li>• Currently seeking a consultant for community engagement phase</li><li>• 2016 strategic planning work plan in place</li></ul>

# Operating Budget Overview

Cost Element Groups	2014-15		2015-16		2016-17
	Budget	Actual	Budget *	Q3 Projection	Proposed
<b>Expenditures</b>					
* Compensation and Benefits	16,444,500	16,060,200	18,131,000	18,031,100	19,259,500
* Office	418,300	413,900	364,500	469,300	434,000
* External Services	347,900	566,500	1,014,500	1,185,400	1,071,100
* Supplies	119,400	136,400	123,400	119,600	124,700
* Materials	1,000	1,100	1,000		
* Building Costs	903,600	1,021,000	1,315,100	1,326,900	1,283,000
* Equipment & Communications	416,300	464,100	433,500	423,100	368,200
* Vehicle Expense	0				
* Other Goods & Services	2,935,100	3,623,200	3,141,400	3,010,700	3,136,600
* Interdepartmental	6,000	-376,500	5,000	5,000	5,000
* Debt Service					
* Other Fiscal	12,200	12,700	21,600	21,600	-800
** Total	21,604,300	21,922,600	24,551,000	24,592,700	25,681,300
<b>Revenues</b>					
* Provincial Grant	(4,835,200)	(4,916,000)	(4,916,000)	(4,916,000)	(4,916,000)
* Fee Revenues	(495,900)	(398,900)	(515,200)	(758,600)	(1,040,300)
* Other Revenue	(23,100)	(105,500)	(271,300)	(42,400)	(285,000)
** Total	(5,354,200)	(5,420,500)	(5,702,500)	(5,717,000)	(6,241,300)
<b>Net Surplus/Deficit</b>	<b>16,250,100</b>	<b>16,502,200</b>	<b>18,848,500</b> <b>19,569,200**</b>	<b>18,875,700</b>	<b>19,440,000</b>

\* First full year with Central Library

\*\*Budget updated with \$720,700 from Fiscal for wage increases

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# Service Area Budget Overview

Net Library Expenses by Service Area	14/15		15/16		16/17
	Budget	Actual	Budget*	Q3 Projection	Proposed Budget
<b>Branches / Public Services</b>	15,605,900	15,387,000	18,135,700	17,905,200	18,310,700
<b>Information Technology and Collection Management</b>	4,221,200	4,372,800	4,334,600	4,839,500	4,954,700
<b>Administrative Services</b>	1,258,200	1,658,500	1,294,200	1,047,000	1,090,600
<b>Provincial Grant</b>	(4,835,200)	(4,916,000)	(4,916,000)	(4,916,000)	(4,916,000)
<b>Business Unit Total</b>	<b>16,250,000</b>	<b>16,502,300</b>	<b>18,848,500</b> <b>19,569,200**</b>	<b>18,875,700</b>	<b>19,440,000</b>

\* First full year with Central Library

\*\*Budget updated with transfer of \$720,700 from Fiscal for wage increases

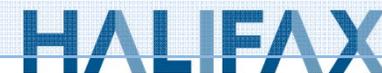
# Staff Counts (FTEs)

Service Area	2014/2015	2015/2016	2016/2017
<b>Operations Support Total</b>	289.09	337.84	333.56
Branches / Public Services	247.89	290.64 <sup>1</sup>	278.86 <sup>2</sup>
Information Technology and Collection Management	32.6	31.6	38.1 <sup>2</sup>
Administrative Services	18.6	15.6	16.6

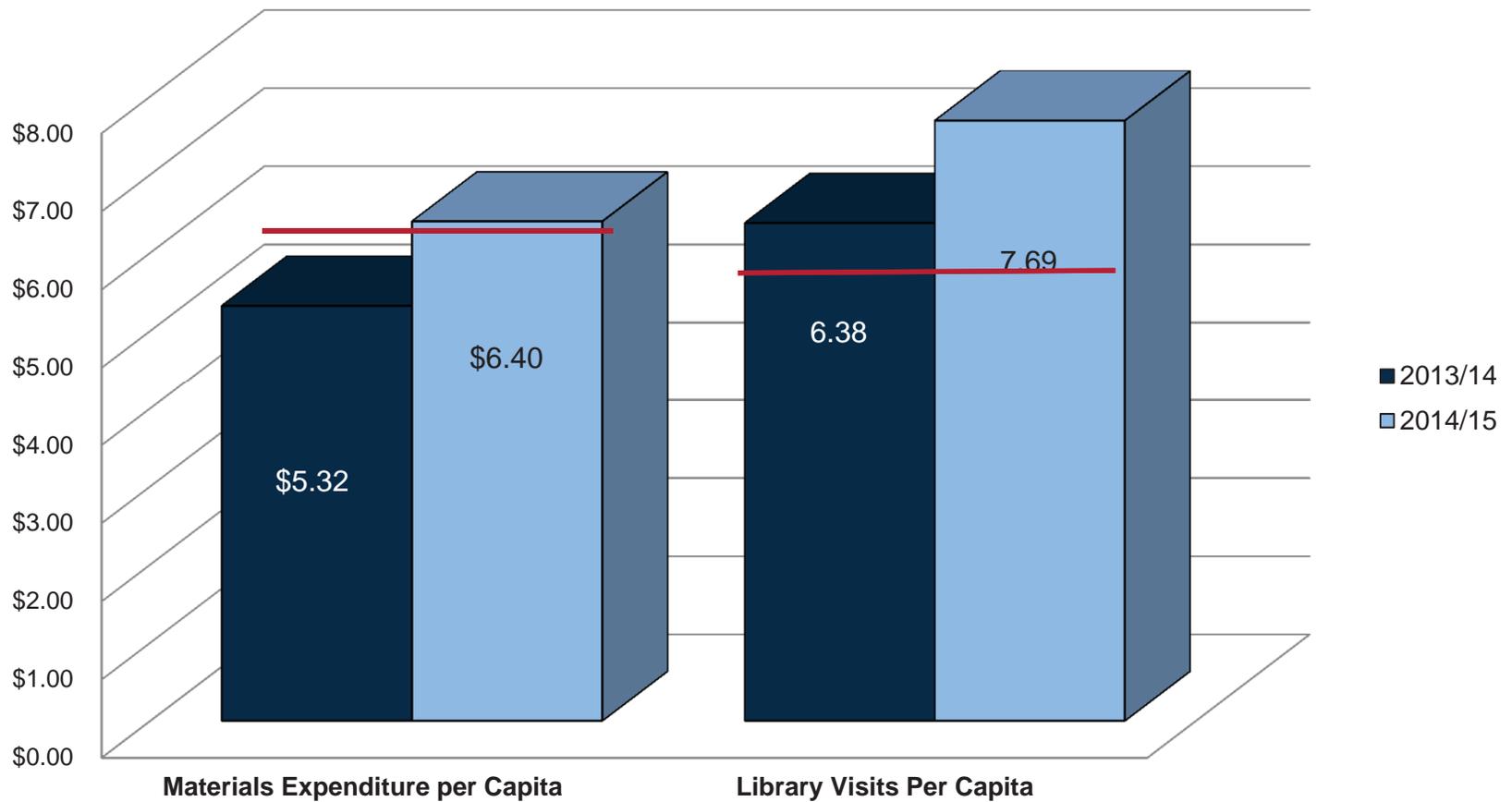
1. 2015/2016 marked the opening of Central Library
2. Reflects a shift in the reporting relationship of staff in Delivery Services and Emerging Technology.

# 16/17 Cost Reductions/New Revenue

Cost Reduction Initiative	Proposed 16/17 Saving	Projected 17/18 Saving	Projected 18/19 Saving	Impact on Service Delivery
<b>Compensation and Benefits</b> <ul style="list-style-type: none"> <li>Reduce full-time positions and part-time hours</li> <li>Increase vacancy management</li> </ul>	\$325,000	TBD	TBD	<ul style="list-style-type: none"> <li>Review of the library's service model, including staffing levels and roles.</li> <li>Implementation of tools to improve efficiency in scheduling and staff recruitment/appointment.</li> <li>Streamlining processes related to collection movement.</li> </ul>
<b>Optimized Revenue</b> <ul style="list-style-type: none"> <li>Increased parking, meeting room and photocopying/printing revenue</li> </ul>	\$265,000	\$275,000	\$285,000	
<b>Total Reductions/New Revenue:</b>	<b>\$580,000</b>	<b>TBD</b>	<b>TBD</b>	



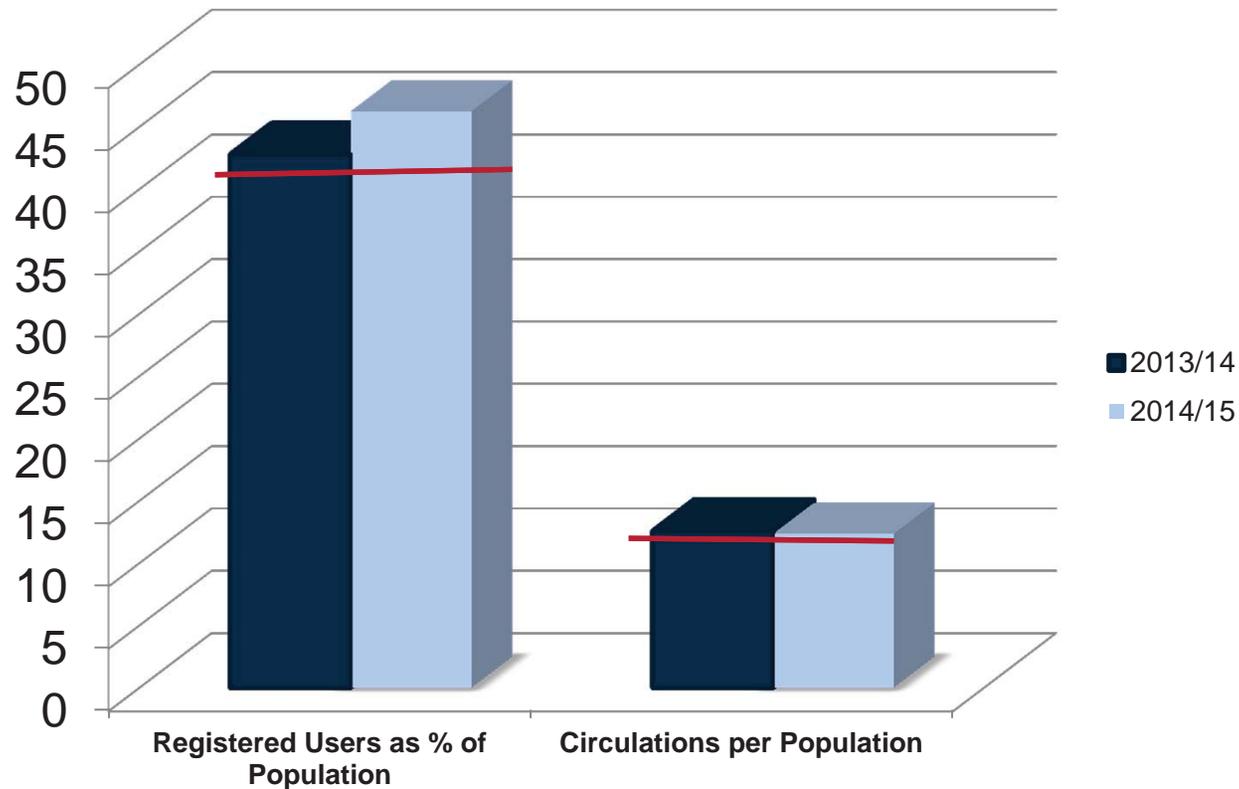
# Comparing HPL to other Canadian Urban Libraries



- CULC (Canadian Urban Libraries Council) Median

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# Comparing HPL to other Canadian Urban Libraries



- CULC (Canadian Urban Libraries Council) Median

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# 16/17 Initiatives

Initiative and associated Priority Outcome	Proposed 16/17 Initiative -Integrated in the budget	Projected 17/18 Cost	Projected 18/19 Cost	Efficiency Gain / Value for \$ / Comment
<b>Online Services and Community Engagement</b> Governance and Communications	<ul style="list-style-type: none"> <li>Launch HPL's new website to enhanced the public access to online resources and information.</li> </ul>	\$60,000 integrated into the budget.	\$60,000 integrated into the budget.	Communication and promotion of collections and programs.
<b>Youth Healthy Communities – Recreation and Leisure</b>	<ul style="list-style-type: none"> <li>Launch a youth technology plan, including gaming, creative lab and media studio, aimed at engaging a broad range of youth in the library.</li> </ul>	Variable, depending on program elements undertaken.	Variable, depending on program elements undertaken.	Reaching youth through a rich variety of services and activities.

# 16/17 Initiatives

Initiative and associated Priority Outcome	Proposed 16/17 Initiative -Integrated in the budget	Projected 17/18 Cost	Projected 18/19 Cost	Efficiency Gain / Value for \$ / Comment
<b>Service Excellence</b> Healthy Communities	<ul style="list-style-type: none"> <li>Review HPL’s customer service model and adjust to ensure the highest level of service expertise and friendliness.</li> <li>Revise library policies with an eye to removing barriers for customers.</li> <li>Work closely with Recreation to expand co-operation where libraries are co-located with recreation facilities.</li> </ul>	TBD	TBD	Ensuring the library is a welcoming place, and allocating of resources to result in the greatest community impact.

# 16/17 Initiatives

Initiative and associated Priority Outcome	Proposed 16/17 Initiative -Integrated in the budget	Projected 17/18 Cost	Projected 18/19 Cost	Efficiency Gain / Value for \$ / Comment
<p><b>Our People</b> Workforce Planning</p>	<ul style="list-style-type: none"> <li>• Implement a new management and decision-making model for HPL.</li> <li>• Implement an electronic job application/screening tool in cooperation with HRM.</li> <li>• Launch a comprehensive staff training and development plan to support service excellence and succession planning.</li> <li>• Implement staff scheduling software to improve efficiency.</li> </ul>	<p>Integrated in the budget. No incremental cost anticipated.</p>	<p>Integrated in the budget. No incremental cost anticipated.</p>	<p>Hiring well, improving business processes, to result in excellence in service.</p>



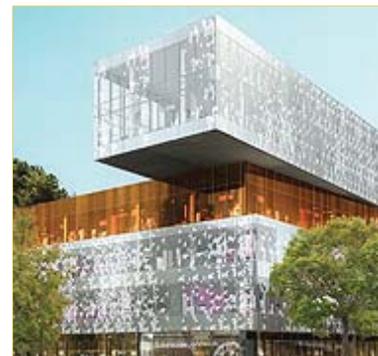
# 16/17 Initiatives

Initiative and associated Priority Outcome	Proposed 16/17 Initiative -Integrated in the budget	Projected. 17/18 Cost	Projected 18/19 Cost	Efficiency Gain / Value for \$ / Comment
<b>Strategic Planning- Governance &amp; Communication</b>	<ul style="list-style-type: none"> <li>Develop a 5 year strategic plan with community input.</li> <li>Implement an innovation-focused approach to ongoing service and program improvement, based on measured social and economic impact.</li> <li>Draft a strategic fundraising plan.</li> </ul>	N/A	N/A	Setting the framework for excellent decision making into the future.

# 16/17 Initiatives

Initiative and associated Priority Outcome	Proposed 16/17 Initiative -Integrated in the budget	Projected 17/18 Cost	Projected 18/19 Cost	Efficiency Gain / Value for \$ / Comment
<p><b>Master Facilities Plan</b> Healthy Communities – <i>Recreation and Leisure</i></p>	<ul style="list-style-type: none"> <li>• Present Library Master Facilities Plan to Council and integrate the plan into the Strategic Capital Funding process.</li> <li>• Begin Bedford Library expansion/relocation community consultation.</li> <li>• Identify opportunities for enhancement to current facilities to better respond to community needs in cooperation.</li> </ul>	<p>TBD, based on capital project funding</p>	<p>TBD, based on capital project funding</p>	

# Questions and Discussion



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