HALIFAX

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TO: Chair and Members of Budget Committee
              (Standing Committee of the Whole on Budget)

SUBMITTED BY: Original Signed by

              _____
              Jacques Dubé, Chief Administrative Officer

DATE: February 6, 2019

SUBJECT: Proposed 2019/20 Multi-year Halifax Public Libraries Budget and Business Plan

ORIGIN

As per Administrative Order 1 and the Budget and Business Plan consultation schedule presented to Regional Council on October 16, 2018, staff is required to present the draft 2019/20 Business Unit Budget and Business Plans to the Budget Committee 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 Budget Committee direct staff to prepare the Halifax Public Libraries 2019/20 Multi-year Budget and Business Plan, as proposed in the accompanying presentation based on the 1.9% option, and to prepare Over and Under items for that Plan as directed by Regional Council.

BACKGROUND

As part of the design of the 2019/20 Budget and Business Plan development process, the Budget Committee is reviewing each Business Unit's budget and proposed plans, in advance of completing detailed HRM Budget and Business Plan preparation.

At the November 13, 2018 and December 4, 2018 Committee of the Whole meetings, Regional Council considered and confirmed their Council Priority Outcomes and on November 27, 2018 provided fiscal direction for the 2019/20 Multi-year budget, directing staff to: "direct staff to develop the 2019/20 Budget and 2020/21 Budget in Principle according to Council's approved priorities, and preliminary fiscal direction, including:

- maintaining the appropriate level of existing services with the addition of the new services previously approved by Council;
- a three-year capital budget that recapitalizes assets, funds growth related issues and is balanced to the fiscal framework
- a responsible debt position;
- appropriate reserve balances that allow for risk mitigation, future obligations, and opportunities; and,
- alignment of the current average tax bill for residential homes and commercial properties under two scenarios:
  a) 1.9% increase for 2019/20;
  b) 2.1% increase for 2019/20;
  c) 2.9% increase for 2019/20.

DISCUSSION

Staff has prepared the proposed 19/20 Multi-year Budget and Business Plan consistent with the preliminary fiscal direction received from Council on November 27, 2018 and aligned with Council Priorities as approved on November 13, 2018 and December 4, 2018. The proposed Budget aligns with a 2.9% increase in the average tax bill for both residents and businesses.

Following direction from the Budget Committee, staff will proceed to complete the detailed Budget and Business Plan for inclusion in the proposed 2019/20 Multi-Year Budget and Business Plan documents to be presented to Council, as per the process and schedule approved in the October 16, 2018 staff report.

As part of the Budget process, Regional Council will be provided with a list of possible services increases and decreases that will allow them to more fully direct changes to the budget. As part of this "Over and Under" process, staff will provide budget options for Council's consideration that would achieve an alternative tax bill increase of either 2.1% or 1.9%.

FINANCIAL IMPLICATIONS

The recommendations in this report will lead to the development of a proposed 2019/20 Multi-year budget. 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.

RISK CONSIDERATION

Although there is no immediate risk related to financial decisions, there may be risks associated with individual decisions during the budget debate as they could favour short- term results over longer term strategic outcomes. Individual decisions made during budget debate will however, be considered for both short- and long-term impacts to levels of service, asset condition, and cost.

In addition, the administration seeks to reduce these risks in three ways; by providing Regional Council with several fiscal options to assist in the achievement of longer term strategic outcomes; by assessing both corporate and capital project risk and by providing the opportunity to draw Regional Council's attention to project or program related risk when reports are presented for consideration.

HRM implemented Enterprise risk management in 2015; corporate risks are evaluated annually during the business planning process and mitigating strategies are implemented to reduce the overall risk to the organization. Project related risk is evaluated during the capital planning process; project managers using the same risk assessment tools as those used to assess corporate risk, rate the relative risk of each discreet projects.

COMMUNITY ENGAGEMENT

No community engagement was sought for this report; however, the current budget consultation process seeks to solicit public comment on community priorities; members of the public are invited to provide feedback following each business unit budget and business plan presentation.

The Citizen Survey completed in September 2018 has also provided valuable information for assessing community priorities and expectations and has been incorporated into the planning work.

ENVIRONMENTAL IMPLICATIONS

None

ALTERNATIVES

The Budget Committee 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 2019/20 Multi-year Budget and Business Plan Presentation
- Halifax Public Libraries 2019/20 Draft Proposed Multi-Year Budget and Business Plan

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A copy of this report can be obtained online at halifax.ca or by contacting the Office of the Municipal Clerk at 902.490.4210.

Report Prepared by: Åsa Kachan, Chief Librarian & CEO, Halifax Public Libraries 902-490-5869

Financial Approval by: *Original Signed by*
                           Jane Fraser, CFO, Director of Finance and Asset Management &ICT, 902.490.4630

                           Original Signed
Report Approved by: Åsa Kachan, Chief Librarian & CEO, Halifax Public Libraries 902-490-5868

Halifax Public Libraries

**2019/20 and 2020/21
Multi-Year
Budget & Business Plan**

Committee of the Whole

Halifax Public Libraries

Vision & Direction 2021
People Centric, Purpose Driven

Reflecting our community, we are a resource
for everyone and a launch point for growth.

Service Areas

Public Service

Provides public gathering spaces and programming that support literacy, community connections and personal growth throughout HRM at the Library's 14 branches and through outreach activities for those who cannot visit branches.

Access Services

Builds a collection of physical and digital materials that support sharing and creation of knowledge and enjoyment. Manages the integrated library system which includes a searchable database of all library materials, and functions to support the circulation of those materials. Builds and maintains publically accessible technology.

Administrative Services

Provides strategic planning, finance, facilities, and human resources and communication and website services to support the delivery of excellent library service across the region.

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About Us

- 40,499 hours of library service in 2017/18
- 3,614,000 visits
- A collection of nearly 1 million items, including books, e-books, magazines and e-magazines, videos and audiobooks.
- Over 224,000 attended free programs for all ages that support reading development, social and cultural engagement, and overall wellbeing of residents.
- Free computer and WiFi access, with over 4.2 million computer uses and wireless connections in 2017/18.
- Services outside branches in collaboration with a range of partner organizations, to reach as many residents of HRM as possible.

Initiative Updates – Council Priorities

Social Development – Social Infrastructure

Outreach
- Continue to find new ways to offer services in our communities where they are needed.
  - Collaboration with Mobile Food Market
  - Programs for Incarcerated Adults
  - Library kiosks – Eastern Passage, Stanfield Airport

Social Inclusion
- Food literacy and food programming continue to be popular.
- Newcomer support expanded to included a family literacy approach.

Digital Literacy
- Continued efforts to respond to the digital learning needs of the community.

Hands-on learning
- Increasing opportunities to learn technology, art, practical skills, including in the Lou Duggan Creative Studio.

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Initiative Updates – Council Priorities

Governance and Engagement – Public Engagement

Bedford Library

- Needs Assessment is near completion
- Extensive engagement with the community on priorities/needs
- Site and location review is next.

Governance and Engagement – Communication

Website Renewal

- The Library launched a new website to enhance the public's access to online resources and information.

Governance and Engagement – Municipal Governance

Strengthen Governance

- The Library Board completed a review of the Halifax Regional Library Board by-laws and committee structures in 2018. Undertaking a review of all Board approved policies in 2019.

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Initiative Updates – Council Priorities

Healthy, Liveable Communities – Recreation and Leisure

Facilities Renewal
- Opening of the Dartmouth North Outdoor Library June 2018
- Improvement to entrances of Bedford, Alderney Gate and Halifax North to support shift toward a single desk service model.
- Improvement to outdoor space at Keshen Goodman Library.
- Accessibility audit and building condition reviews complete.

Unique Collections
- Introduction of the Sun Life Music Lending Library. Radon detectors, light therapy lamps and autism toolkits continue to be popular.

Initiative Updates – Council Priorities

Our People – Engaged Workforce

Leadership Development

- Engagement of leaders in the Public Library Leadership Program. Three have completed; a fourth manager is currently participating.

Learning and Development Platform

- New learning platform coming in 2019 to support staff training.

Strategic Workforce Plan

- Engagement of all staff in providing input to the Library's Strategic Workforce Plan.

Initiative Updates – Council Priorities

Service Delivery – Service To Our People

Public Use Computers
- Evergreen program now in place to ensure continual renewal of public computers. Need for computers, technology training and public WiFi continues to rise.

Service Excellence – Performance Excellence

Strategic Workforce Plan
- New staffing model structured to respond to community need will be finalized in 2019.

Performance Excellence
- A team of staff have participated in performance excellence training. Resulting service improvement projects are underway.

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Diversity & Inclusion Framework

Library Goals

Inclusive Public Service

- Employee self identification survey completed in 2016, to be repeated in 2019 to measure progress toward representative workforce.
- The Library will develop and implement a human resources diversity and inclusion program including recruitment, training and ongoing support.

Safe, Respectful and Inclusive Work Environment

- Continue to offer staff the opportunity to participate in initiatives that increase understanding such as *The Blanket Exercise Workshop*.
- Improvements to accessibility of branches based on audit results.

Equitable Employment

- Continue work with community partners to provide employment opportunities for individuals with intellectual disabilities and individuals with Autism Spectrum Disorder (ASD).

Diversity & Inclusion Framework

Library Goals

Meaningful Partnerships
- The Library will continue to seek out opportunities to work with community partners such as Autism Nova Scotia and CNIB in program development and service improvements.

Accessible information and communication
- Continue to build the digital resources to include more e-books and streaming in accessible formats.
- Continues to liaise with the community in building high quality and relevant collections and programs with particular attention to representation of African Nova Scotian and Indigenous voices, history and culture.
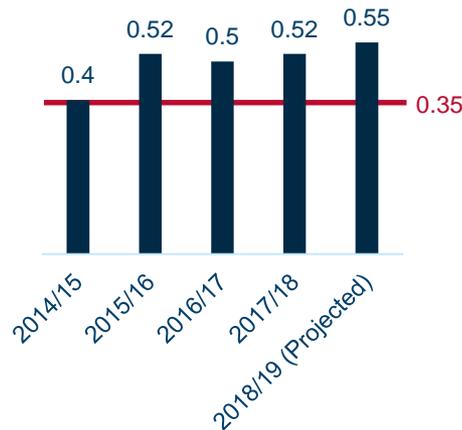
Key Performance Indicators

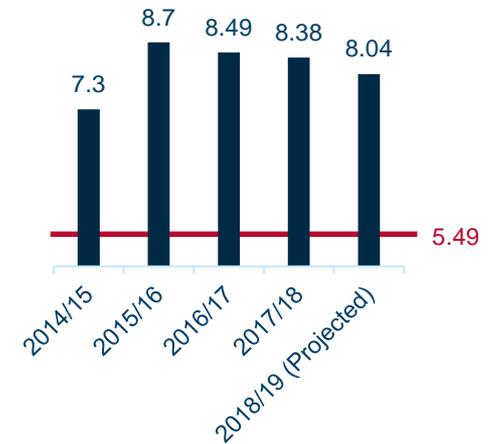## Healthy, Liveable Communities – Recreation and Leisure

Annual Library Uses Per Capita*

- 2014/15: 33
- 2015/16: 34
- 2016/17: 34.5
- 2017/18: 42.6
- 2018/19 (Projected): 47.14

31.5

Annual Program Attendance Per Capita

- 2014/15: 0.4
- 2015/16: 0.52
- 2016/17: 0.5
- 2017/18: 0.52
- 2018/19 (Projected): 0.55

0.35

Annual Library Visits Per Capita

- 2014/15: 7.3
- 2015/16: 8.7
- 2016/17: 8.49
- 2017/18: 8.38
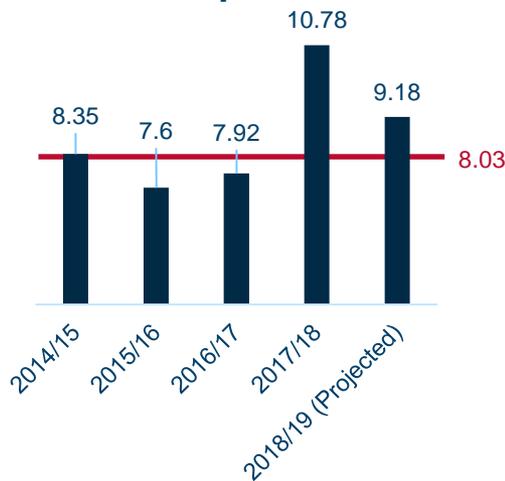- 2018/19 (Projected): 8.04

5.49

* Annual Library Uses increased in 2017/18 due to changes in how WiFi usage is captured.

—— MBNCanada Average 2017/2018

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Key Performance Indicators

Healthy, Liveable Communities – Recreation and Leisure

Annual Library Electronic Visits Per Capita

- 2014/15: 8.35
- 2015/16: 7.6
- 2016/17: 7.92
- 2017/18: 10.78
- 2018/19 (Projected): 9.18

MBNCanada Average: 8.03

Holdings Per Capita

- 2014/15: 2.56
- 2015/16: 2.31
- 2016/17: 2.15
- 2017/18: 2.04
- 2018/19 (Projected): 2.09

MBNCanada Average: 2.24
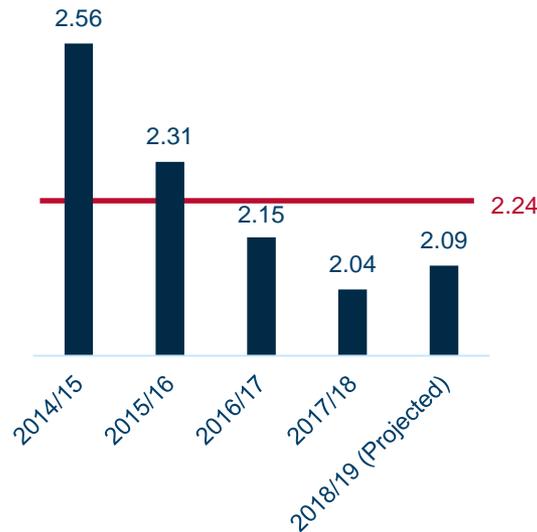
Digital Collection (Percentage of total collection)

- 2014/15: 3.9%
- 2015/16: 4.9%
- 2016/17: 5.7%
- 2017/18: 6.9%

—— MBNCanada Average 2017/2018

Key Performance Indicators

Healthy, Liveable Communities – Recreation and Leisure

Spending on Materials Per Capita ($)

- 2014/15: 6.1
- 2015/16: 4.5
- 2016/17: 4.66
- 2017/18: 4.8

CULC Average: 5.54
MBNCanada Average: 3.04

— MBNCanada Average 2017/2018
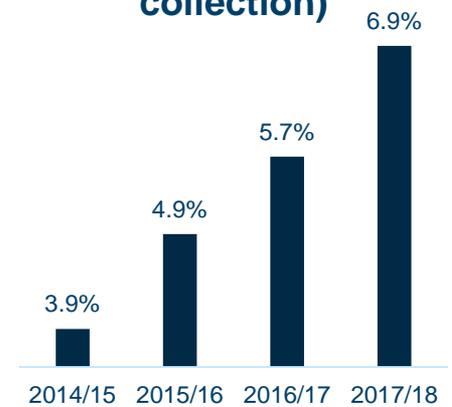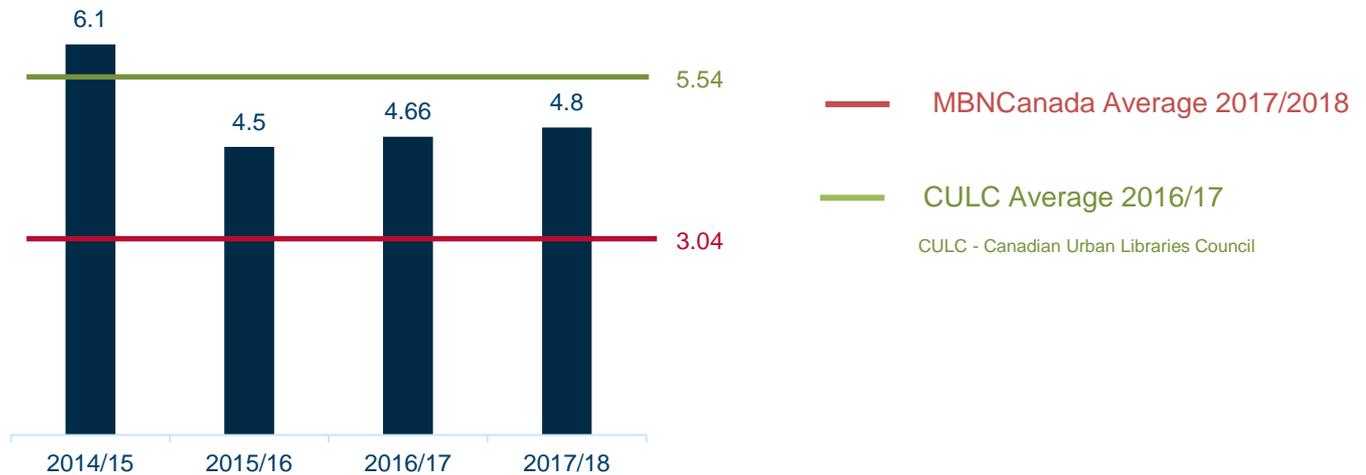
— CULC Average 2016/17

CULC - Canadian Urban Libraries Council

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Key Performance Indicators

Healthy, Liveable Communities – Recreation and Leisure

Library Space Per Capita

0.7

0.66   0.60   0.54

——— Library Space Standard

2016   2026   2036
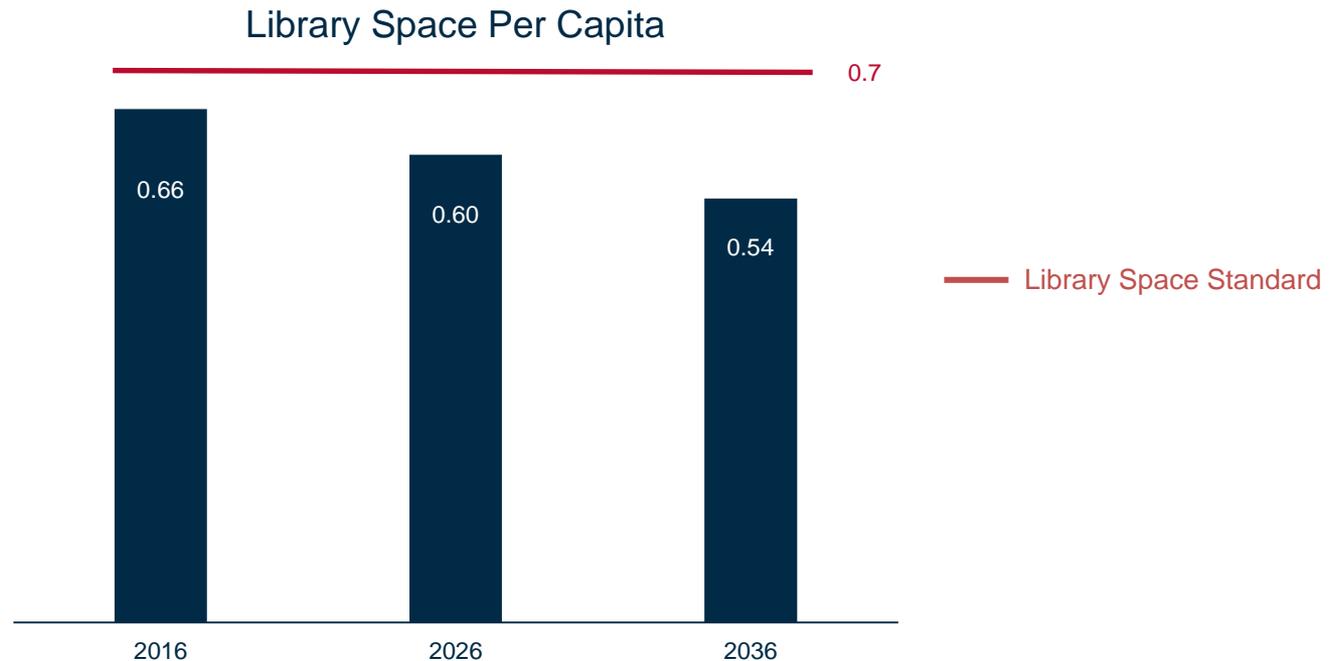
Library space guideline that is included in Facility Master planning.
This guideline varies from a low of .7 to a high of 1.0 Gross Square Foot Per Capita.

Halifax Public Libraries Operating Budget Overview

	2017-18 Actual	2018-19 Budget	2018-19 Projections	2019-20 Budget	Δ 18-19 Bud.	2020-21 Budget
Expenditures						
Compensation and Benefits	20,087,021	19,894,300	19,894,300	19,953,300	59,000	19,953,300
Office	421,028	425,100	425,100	425,100		425,100
External Services	984,093	991,300	991,300	1,036,300	45,000	1,036,300
Supplies	88,130	123,700	123,700	123,700		123,700
Materials	274					
Building Costs	1,182,664	1,438,900	1,438,900	1,503,900	65,000	1,503,900
Equipment & Communications	218,157	643,200	643,200	643,200		643,200
Vehicle Expense	952					
Other Goods & Services	3,716,196	3,547,200	3,547,200	3,463,600	(83,600)	3,463,600
Interdepartmental	22,402	30,000	30,000	30,000		30,000
Other Fiscal	293,270	(50,800)	(50,800)	(800)	50,000	(800)
Total Expenditures	**27,014,188**	**27,042,900**	**27,042,900**	**27,178,300**	**135,400**	**27,178,300**
Revenues						
Transfers from other Gov'ts	(4,972,667)	(4,916,000)	(4,916,000)	(4,916,000)	-	(4,916,000)
Fee Revenues	(903,853)	(977,300)	(977,300)	(977,300)	-	(977,300)
Other Revenue	(974,560)	(220,000)	(220,000)	(305,000)	(85,000)	(305,000)
Total Revenue	**(6,851,080)**	**(6,113,300)**	**(6,113,300)**	**(6,198,300)**	**(85,000)**	**6,198,300**
Net Surplus/Deficit	**20,163,108**	**20,929,600**	**20,929,600**	**20,980,000**	**50,400**	**20,980,000**

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Halifax Public Libraries Service Area Budget Overview

Service Area	2017-18 Actual	2018-19 Budget	2018-19 Projections	2019-20 Budget	Δ 18-19 Bud.	2020-21 Budget
Administrative Services	(2,924,726)	(3,779,700)	(3,779,700)	(3,588,700)	191,000	(3,588,700)
Information Technology/Collections	5,555,502	5,716,200	5,716,200	5,587,200	(129,000)	5,587,200
Branches/Public Services	18,162,609	18,977,900	18,977,900	18,966,300	(11,600)	18,966,300
Eng. Lang. Learning/Literacy	-	15,200	15,200	15,200	-	15,200
Library Restricted Funds	(446,494)	-	-	-	-	-
Capital Transactions	(183,783)	-	-	-	-	-
	20,163,108	**20,929,600**	**20,929,600**	**20,980,000**	**50,400**	**20,980,000**

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Staff FTE Counts

Service Area	17/18 Approved	18/19 Approved	19/20 Proposed*	20/21 Proposed*
Public Services	282	282	281	281
Access Services	38.4	38.4	37.4	37.4
Administrative Services	17.6	17.6	17.6	17.6
Business Unit Total	**338**	**338**	**336**	**336**

+

Over 800 Volunteers

Adult and teen (and canine) volunteers support English language learning, teen and youth programs, homework help, tax clinics, newcomer programming, etc.

*Distribution of positions across service areas in 19/20 and 20/21 subject to the outcome of the strategic workforce plan.

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Summary of Budget Changes

Description	Change Description / Service Impact	2019/20 Planned Change ($)	Amounts
Approved 18/19 Budget			**20,929,600**
Compensation	Salary savings due to reducing positions by attrition	(217,000)	
	Vacancy Management adjustment from 5% to 3.5%	276,000	59,000
Budget Adjustments	Materials reduction to balance budget Service Impact: Reduced library collection	(129,000)	(8,600)
	Increased cost of leases and municipal taxes	65,000	
	Increased cost of Facility Maintenance	90,000	
	Increased parking, photocopying and grant revenue less decreased fine revenue	(85,000)	
	Food Literacy Grant Funding	50,400	
Total Proposed Changes			**50,400**
Proposed 19/20 Budget			**20,980,000**

Options to get to 1.9%

Option Description / Service Impact	One-time / On-going	19/20 Amount	20/21 Amount
Reduction of 4-8 FTE staff positions Due to the high proportion of the Library's budget spent on staffing and a limited ability to reduce fixed costs elsewhere in the budget, a reduction of 4-8 FTE staff positions would be required. The hope would be to achieve this through retirement and attrition. As staff are essential to service delivery, the Library Board and Library leadership would need to re-examine services offered, delivery models and hours. **Service impact:** The community would have reduced access to: information services and learning programs, free public use computers and WiFi, programs and spaces that improve literacy, digital literacy and promote social inclusion for all.	On-going	$350,000	$350,000
Total Proposed Reductions		**$350,000**	**$350,000**

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Operating Options Over Budget

Option Description / Service Impact	One-time / On-going	19/20 Amount	20/21 Amount
Program funding to enhance food literacy learning The Library has provided extensive food literacy education over the past few years with the assistance of temporary funding. While the $50,000 grant has be included in the base budget, the scale of the problem is great, and an additional $50,000 would stabilize the program across all branches.	On-going	$50,000	$50,000
Program funding directed at reducing isolation within the community In the past, the Library has received short term funding for community gatherings including snacks at several branches which have become heavily attended. These events build community for individuals otherwise experiencing isolation.	On-going	$50,000	$50,000
Total Proposed Increases		**$100,000**	**$100,000**

**Halifax Public Libraries Draft Multi-Year Budget & Business Plan
2019/20 and 2020/21**

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Halifax Public Libraries

2019/20 – 2020/21 Multi-Year Budget and Business Plan

Vision: Reflecting our community, we are a resource for everyone and a launch point for growth.

HALIFAX PUBLIC LIBRARIES OVERVIEW

Halifax Public Libraries is committed to advancing Regional Council's priority outcomes of:

- Healthy, Liveable Communities – Recreation and Leisure;
- Healthy, Liveable Communities – Community Health;
- Social Development – Accessible Community;
- Social Development – Social Infrastructure;
- Social Development – Equity and Inclusion;
- Economic Development – Focus on the Regional Centre;
- Economic Development – Arts, Culture, and Heritage;
- Governance and Engagement - Communications
- Governance and Engagement - Public Engagement; and
- Governance and Engagement – Fiscal Responsibility.

Libraries are uniquely positioned to engage communities and the people who live in them – encouraging participation, facilitating connections, and proving solutions in an ever-changing world. Halifax Public Libraries provides equal and open access to services to all residents of Halifax Regional Municipality. Under the direction of the Halifax Regional Library Board, the Library provides learning, social and engagement opportunities through a network of 14 branches, an online presence, community engagement, borrow by mail and home delivery services. Halifax Public Libraries exists to support collective growth in our community.

A collection of almost 1 million items is available to borrow or use in-house, including print, DVDs, CDs, electronic resources, downloadable e-books, magazines, videos and audiobooks, and streaming audio and video services. In addition, a range of programs for all ages are designed in collaboration with communities including: reading development for children, homework help, teen volunteers, book talks and author visits, cultural and heritage events, literacy tutoring, income tax clinics, technology training, English language learning, as well as services and programs for newcomers to Canada.

Library spaces are designed to support reading, studying, access to technology (computer use, wireless access and gaming), meetings, socializing, connecting with people and the world. The recently improved website (halifaxpubliclibraires.ca) brings the Library to residents wherever they are, 24/7 and engages our public in sharing and exploring ideas through online learning including language learning and Lynda.com.

Halifax Public Libraries Organizational Chart
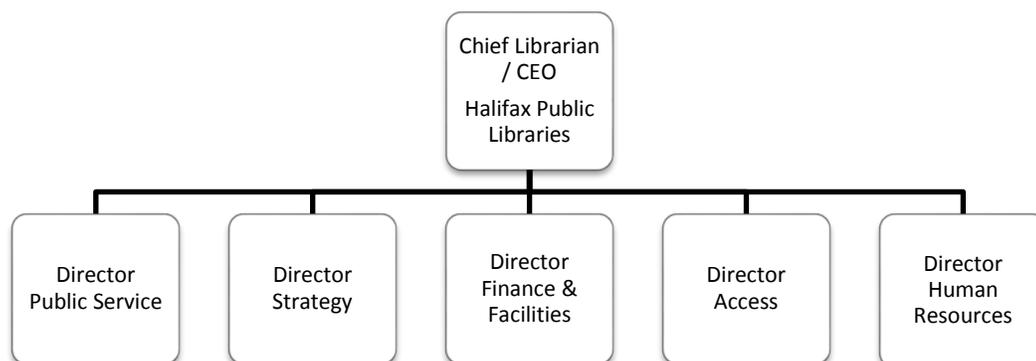
Funded Full Time Equivalents (FTEs)

Funded FTEs Includes full & part-time permanent positions	2018/19 Approved	2019/20 Planned Change (+/-)	2019/20 Planned Total FTE's
Full Time and Part Time	333.3	-2	331.3
Seasonal, Casual and Term	4.7	-	4.7
Total	**338**	**-2.0**	**336**

Business Unit Tax Allocation
Table to be updated in the final draft

Tax Allocation	2018/19 Planned	2019/20 Planned	2020/21* Planned
Percent of the average tax bill spent on Public Libraries	N/A	N/A	N/A
Average tax bill amount spent on Public Libraries	N/A	N/A	N/A

* Based on an average tax bill for a single-family home (assessed at $N/A in 2018)

Multi-Year Initiatives (2019/20 – 2020/21)

Healthy, Liveable Communities – Recreation and Leisure

Social and Economic Impact
The Library will implement an innovation-focused approach to ongoing service and program improvements, based on measured social and economic impact.

Facilities Renewal
The Library will begin the implementation of Phase 1 of the Library Facilities Master Plan.

Governance and Engagement – Public Engagement

Library Governance & Decision Making
To ensure service that is responsive to community needs, Halifax Public Libraries will create a framework that supports excellence in governance and decision-making and will create a culture that values public and staff input in priority-setting.

Bedford Library
The Library will begin working toward the expansion/relocation of Bedford Public Library.

Our People – Engaged Workforce

Strategic Workforce Planning
Halifax Public Libraries will develop the Library's workforce to meet the current and future needs of the organization and the community.

Service Delivery – Service to Our People

Website Renewal
The Library will continue to develop content and functionality of its website to enhance the ability for the public to access online resources, and engage with the Library.

Diversity & Inclusion

Inclusive Workforce
Halifax Public Libraries is undertaking initiatives to advance diversity and inclusion to foster innovation and support an improved understanding of the community. Over the next two years, Halifax Public Libraries will focus on creating meaningful work opportunities for individuals from under-represented groups to ensure the Library reflects the community we serve.

Halifax Public Libraries Budget

Key Capital Investments

Regional Council Outcome Supported	Capital Project Name	2019/20 Capital Cost*	2019/20 OCC	2020/21 Capital Cost
	<Insert Council Priority Name>			
	Bedford Library Replacement			$250,000
	Keshen Goodman Library Renovations	$500,000	-	

* Includes workplan

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Operating Budget

Budget by Service Area

Service Area	2017-18 Actual	2018-19 Budget	2018-19 Projections	2019-20 Budget	Δ 18-19 Bud.	2020-21 Budget
Administrative Services	(2,924,726)	(3,779,700)	(3,779,700)	(3,588,700)	191,000	(3,588,700)
Information Technology/Collections	5,555,502	5,716,200	5,716,200	5,587,200	(129,000)	5,587,200
Branches/Public Services	18,162,609	18,977,900	18,977,900	18,966,300	(11,600)	18,966,300
Eng. Lang. Learning/Literacy	-	15,200	15,200	15,200	-	15,200
Library Restricted Funds	(446,494)	-	-	-	-	-
Capital Transactions	(183,783)	-	-	-	-	-
	$20,163,108	$20,929,600	$20,929,600	$20,980,000	$50,400	$20,980,000

Summary of Changes Included Proposed Budget

Description	Change Description / Service Impact	2019/20 Planned Change ($)	Amount
2018/2019 Approved Budget			$20,929,600
Compensation	Salary savings due to reducing positions by attrition	(217,000)	59,000
	Vacancy Management adjustment from 5% to 3.5%	276,000	
Budget Adjustments	Materials reduction to balance budget *Service Impact: Reduced library collection*	(129,000)	(8,600)
	Increased cost of leases and municipal taxes *Service Impact: None*	65,000	
	Increased cost of facility maintenance *Service Impact: None*	90,000	
	Increased parking, photocopying, and grant revenue less decreased fine revenue *Service Impact: None*	(85,000)	
	Food Literacy Grant Funding *Service Impact: None*	50,400	
Total Impact of Changes			$50,400
2019/2020 Proposed Budget			**$20,980,000**

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Summary of Expense & Revenue

Expenditures	2017-18 Actual	2018-19 Budget	2018-19 Projections	2019-20 Budget	Δ 18-19 Bud.	2020-21 Budget
Compensation and Benefits	$20,087,021	$19,894,300	$19,894,300	$19,953,300	$59,000	$19,953,300
Office	$421,028	$425,100	$425,100	$425,100		$425,100
External Services	$984,093	$991,300	$991,300	$1,036,300	$45,000	$1,036,300
Supplies	$88,130	$123,700	$123,700	$123,700		$123,700
Materials	$274					-
Building Costs	$1,182,664	$1,438,900	$1,438,900	$1,503,900	$65,000	$1,503,900
Equipment & Communications	$218,157	$643,200	$643,200	$643,200		$643,200
Vehicle Expense	$952					-
Other Goods & Services	$3,716,196	$3,547,200	$3,547,200	$3,463,600	($83,600)	$3,463,600
Interdepartmental	$22,402	$30,000	$30,000	$30,000		$30,000
Other Fiscal	$293,270	($50,800)	($50,800)	($800)	$50,000	($800)
Total	$27,014,188	$27,042,900	$27,042,900	$27,178,300	$135,400	$27,178,300

Revenues	2017-18 Actual	2018-19 Budget	2018-19 Projections	2019-20 Budget	Δ 18-19 Bud.	2020-21 Budget
Transfers from other Gov't's	($4,972,667)	($4,916,000)	($4,916,000)	($4,916,000)	-	($4,916,000)
Fee Revenues	($903,853)	($977,300)	($977,300)	($977,300)		($977,300)
Other Revenue	($974,560)	($220,000)	($220,000)	($305,000)	($85,000)	($305,000)
Total	($6,851,080)	($6,113,300)	($6,113,300)	($6,198,300)	($85,000)	($6,198,300)
Net Surplus/Deficit	$20,163,108	$20,929,600	$20,929,600	$20,980,000	$50,400	$20,980,000

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HALIFAX PUBLIC LIBRARIES SERVICE AREA PLANS (2019/20 - 2020/21)

Administrative Service

Administrative Services provides the Library's centralized infrastructure and support in the areas of Strategy and Business Intelligence, Finance & Facilities, Human Resources, Communications and Marketing, and Fund Development functions that support the delivery of library service across the region.

Services Delivered:

Governance and Engagement - Fiscal Responsibility

Strategy – Supporting the Library Board, Chief Librarian/CEO, Senior Management Team and all managers across the Library system, this unit is responsible for record and document development and management, maintenance of the staff Intranet site to assist in decision making and information sharing. It also supports the research and business intelligence that supports process improvement and planning including business plan coordination, project planning, demographic and performance analysis and data research.

Finance – This service ensures strong stewardship of financial resources. Key functional areas include financial planning, analysis and management of the annual operating budget, accounting, financial reporting and oversight, procurement, grant management and revenue and charitable receipting, asset management, risk analysis, financial modeling, and annual audit support. This unit provides direct support to the Finance and Audit Committee of the Library Board.

Facilities This service provides facility planning and oversight. It ensures that facility design and maintenance are well managed so that the spaces in which the library operates meet the needs of the public. This unit also ensures all aspects of facility management are in place, including assessment of facility condition, risk and safety assessment and identification of buildings in need of renovation or replacement.

Fund Development and Strategic Partnerships – As a registered charity, the Library builds strong relationships with private donors and foundations that provide additional resources for library activities and development. Donor relations, grant applications and follow-up secure important resources for the library.

Our People – Engaged Workforce

Human Resources – This service provides HR programs and services in all Library branches and departments. Key functional areas include: labour and employee relations including collective agreement negotiation, occupational health and safety, payroll, training and development, recruitment and selection, organizational development, onboarding, compensation and benefits and volunteer oversight.

Governance and Engagement – Communications

Marketing and Communications – This service is responsible for developing marketing and communications strategies that build awareness of services and programs provided by the library, building website content and promotional campaigns to communicate Library programs and activities to the public.

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Service Delivery Measures

Administrative Service Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned	MBNC Median* 2017
Website visits	2,175,083	2,470,089	2,800,000	2,900,000	N/A
Facebook total reach	1,428,132	1,712,680	2,826,697	3,000,000	N/A
Twitter Impressions	3,600,559	2,589,684	3,194,481	3,100,000	N/A
Total Cost per Library Use	$2.09	$1.75			$2.01

* *Municipal Benchmarking Network Canada*

With the adoption of the 2017-2021 Strategic Plan, Ideas to Action, the Library has committed to five key priorities and nineteen goals. In order to achieve this ambitious plan, the Library will undertake a Strategic Workforce Plan with the aim of ensuring the right service and staffing models are in place to respond to our community's needs.

While the Library has a stable staff, there is relatively high proportion of part-time positions and considerable movement between positions within the system. The Library will work to identify ways to create stable, meaningful positions that reduces the amount of movement within the organization.

The way community members use library space is shifting, the demands on space have increased as the library transitions its service. Increasingly, the Library requires flexible, adaptable, and technology-enabled spaces. The Library will begin the execution of the first phase of the Library Facilities Master Plan.

Administrative Service Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Healthy, Liveable Communities – Energy & Environment
Improve Energy Performance of Library Branches (Est Compl: Q4 19/20) In partnership with HRM's Municipal Facilities Maintenance and Operations, complete analysis of energy performance of Halifax North Memorial Library, Keshen Goodman Library and Alderney Gate Library
Healthy, Liveable Communities – Recreation and Leisure
New Bedford Public Library (Est Compl: Q4 19/20) Following community consultations, exploration of site options for the new Bedford Public Library will continue.
Branch Accessibility (Est Compl: Q4 19/20) The Library will implement changes to improve accessibility in all branches based on the outcome of accessibility audits. This will include preparing a work plan to address accessibility items identified.
Healthy Liveable Communities – Public Safety
Comfort Centres (Est Compl: Q4 20/21) The Library will work with Halifax Regional Fire & Emergency to identify and retrofit branches that can be opened to the public outside normal hours to serve as comfort centres in emergency situations.
Public Health and Safety (Est Compl: Q4 19/20) The Library will explore options to better support health and safety at all locations e.g. needle disposal; naloxone kits.

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2019/20 – 2020/21 Deliverables with Estimated Completion
Social Development – Equity and Inclusion
Inclusive Workforce (Est Compl: Q4 19/20)   The Library will build a more inclusive workforce through partnerships with organizations working to increase the labour force participation of people with an intellectual disability or Autism Spectrum Disorder (ASD).
Dartmouth North Library Facility (Est Compl: Q4 19/20)   The Library will work with Parks and Recreation and other partners to identify facility needs for the Dartmouth North Library and Community Centre.
Healthy Liveable Communities – Community Health
Youth Employment (Est Compl: Q4 20/21)   The Library will explore offering youth designated employment opportunities, supporting youth development through mentorship and work experience.
Our People – Engaged Workforce
Staff Onboarding and Development (Est Compl: Q4 19/20)   The Library will build a robust onboarding and development plan for each employee.
Employee Learning and Training (Est Compl: Q3 19/20)   The Library will implement a learning and training platform.
Leadership Development (Est Compl: Q4 19/20)   The Library will enhance leadership within the organization through staff development and strategic recruitment for management positions.
Our People – Diversity and Inclusion
Staff Diversity and Inclusion Program (Est Compl: Q4 19/20)   The Library will develop and implement a human resources diversity and inclusion program including recruitment, training and ongoing support.
Service Excellence – Performance Excellence
Performance Excellence (Est Compl: Q4 19/20)   The Library will invest in developing an organizational culture focused on service improvements and performance excellence.
Staffing Model Design (Est Compl: Q4 19/20)   Through the Strategic Workforce Plan, the Library will develop a sustainable and financially viable staffing model that responds to current needs.
Governance and Engagement – Municipal Governance
Governance/Board Framework (Est Compl: Q4 19/20)   The Library will develop a governance, risk and compliance framework.
Board Policies (Est Compl: Q4 19/20)   The Library will review all board approved policies and procedures.

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Public Service

The Library's Public Service team is committed to supporting Regional Council priorities through the provision of excellent public library service to residents of the Municipality via fourteen (14) branches, and a range of outreach activities including pop-up libraries in areas not near branches, borrow by mail and home delivery services and a range of electronic services and resources.

Services Delivered:

Library programs and services are provided through 14 library branches, including Central Library. Annually the library circulates of a wide variety of print and electronic library material. Library staff assists the public with information and leisure reading needs, provides access to local history and genealogy information, and assists people with building their technological capabilities to support accessing the latest electronic materials and devices in collaborative and social spaces. Library services include lending services, programs for all ages, literacy and language upgrading programs, food and technology learning, and meeting room rentals.

Beyond the branches, the Library proves outreach services across the Municipality's communities through pop-up programs, as well as borrow by mail and home delivery services. Working with community members and partners, staff develop community-led library services that are delivered throughout HRM, facilitating accessibility to service and ensuring respect for diversity. The Library also participates in interlibrary loan services with libraries across Canada and the province-wide Borrow Anywhere Return Anywhere program which allows residents to return items to any library in Nova Scotia and it will find its way back to the home library system.

Service Delivery Measures

Public Service Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned	MBNC Median* 2017
Registrant Cardholders as % of Population	53.02%	51.71%[1]	57%	57%	40.2%
Annual Library Uses [2] Per Capita	14,694,745 34.5	18,411,765[3] 42.6	20,615,967[3] 47.14	21,000,000	31.5
Annual Library Visits Per Capita	3,613,986 8.49	3,618,317 8.38	3,520,000 8.04	3,500,000	5.49
Total Circulation Per Capita	4,891,233 11.49	4,725,074 10.95	4,687,257 10.95	4,700,000	-
Physical collection circulation [4] Per Capita	4,172,191 9.79	3,919,000 9.08	3,980,000 9.10	3,980,000	
Electronic Circulation[5] Per Capita	719,032 1.69	763,471 1.87	809,279 1.85	820,000	
Home Delivery / Borrow by Mail Checkouts [6]	58,858	61,114	63,314	64,000	-
Program Attendance (Total) Per Capita	213,576 0.50	224,072 0.52	237,870 0.55	240,000	0.35
Information Questions Asked	297,913	289,841	288,826	288,826	-
Meeting Room Bookings	9,934	10,344	10,334	10,300	-

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Public Service Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned	MBNC Median* 2017
Volunteer Hours	34,462	38,537	38,000	38,000	-
Hours of Library service	38,667	40,499	41,642	41,642	-

* Municipal Benchmarking Network Canada
1 Updated population numbers from Statistics Canada increased HRM population to 431,701 for 2017/18.
2 Library uses include in person visits, circulation (both electronic and digital), online activity, WiFi connections, program attendance, and technology use.
3 A new method of collecting WiFi connections in branch started in December 2016 creating an increase in overall visits for both the 2017/18 and the 2018/19 year.
4 Physical collection circulation includes all print books, magazines, CDs and DVDs. MBNCanada measure used for reference: Annual Non-Electronic Circulation Per Capita.
5 Electronic Circulation includes e-books and e-magazines. MBNCanada measure used for reference: Annual Electronic Circulation Per Capita.
6 Home Delivery/Borrow by Mail Checkouts are a subset of the physical collection circulation that are delivered or mailed to community members.

How the community uses library services is changing. Community members increasingly rely on the Library's electronic resources (e.g. e-books, public use computers, WiFi connections) or use library branches as a community hub where they connect with others. Daily users of the library often attend without checking out a book. It is anticipated that this trend will continue and overall circulation numbers will remain flat in spite of ever greater engagement of the community with the library. The Library will respond by continuing to re-evaluate our service approach and the information and social needs of individual users.

As a resource for everyone, the Library will continue to place particular focus on ensuring services meet the needs of newcomers, marginalized groups, individuals who experience isolation, and those who are experiencing poverty, and ensure that these services are offered to the community where they are most needed.

Public Service Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Service Excellence – Performance Excellence
One Desk Customer Service (Est Compl: Q4 20/21) The Library will undertake renovations to several branches to support consolidation of service points to a single customer service desk. It is anticipated that this will allow the Library to explore reallocation of library resources to provide increased open hours in some locations.
Healthy, Liveable Communities – Community Health
Food Strategy (Est Compl: Q4 19/20) The Library will undertake programming and partnerships to support food literacy and security.
Healthy, Liveable Communities – Recreation and Leisure
Hands-on Learning (Est Compl: Q4 19/20) The Library will increase public opportunities for creativity and skill development through hands-on learning experiences in the arts, cooking and technology.
Social Development – Equity and Inclusion

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2019/20 – 2020/21 Deliverables with Estimated Completion
Digital Equality/Digital Literacy (Est Compl: Q4 20/21) The Library will support digital literacy through the delivery of technology learning programs.
Adult Literacy (Est Compl: Q4 19/20) The Library will reduce barriers to learning opportunities by bringing literacy and learning opportunities into the community.
Truth and Reconciliation (Est Compl: Q4 20/21) Working with the Indigenous Community, the Library will implement changes in response to the Truth and Reconciliation Commission.
Incarcerated individuals (Est Compl: Q4 19/20) The Library will work with community partners to offer services to individuals who are incarcerated or recently released from correctional institutions.
Home Delivery Services (Est Compl: Q4 19/20) The Library will implement the recommendations from the Home Delivery Service review which will identify the best model for serving residents who are unable to visit the library because of long term illness, disabilities or caregiver responsibilities.
Library Community Navigator (Est Compl: Q4 19/20) The Library will assess the pilot of a Community Navigator position based at Central Library for possible expansion to other library locations.
Marginalized Communities (Est Compl: Q4 20/21) The Library will identify and implement service priorities for underserved and marginalized communities.
Diverse Communities (Est Compl: Q4 19/20) The Library will develop and expand partnerships to better reflect and respect the diversity of our many communities.
Social Development – Social Infrastructure
Outreach (Est Compl: Q4 19/20) The Library will offer services in our communities where they are most needed. Using the new outreach van, library kiosks, and other community engagement methods the Library will ensure access to library service to more individuals with a focus on underserved and vulnerable communities.
Reduce Social Isolation (Est Compl: Q4 19/20) The Library will reach out to vulnerable adults and reduce social isolation by providing opportunities for social connection, volunteering and support.

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Access Services

Access Services provides of infrastructure of materials and technology to facilitate the delivery of library service throughout the region. This includes deployment and support of public access computers and free public WiFi, management of a specialized integrated library system including a searchable database of all library materials, development of a high-quality collection of materials both print and electronic, and the accompanying systems to support the circulation of those materials.

Services Delivered:

Collection Management
This department is responsible for the selection and acquisition of quality materials for the library collection in both physical and digital formats, and for providing easy access to that collection via the catalogue. This department is also responsible for movement of the collection among all branches, ensuring that the collection is accessible in a timely fashion for all residents of the municipality.

Information Technology
This service is responsible for implementing and supporting system-wide public use and staff computer hardware and software, managing the information technology infrastructure including the integrated library system, and the provision of WiFi in each of the library's locations.

Service Delivery Measures

Access Services Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned	MBNC Median* 2017
Annual Wireless Connections per Capita	1,191,244 2.80	3,867,221[1] 8.96	7,734,442 17.9	8,000,000 18.5	0.90
Annual Library Electronic Visits Per Capita	3,372,589 7.92	4,650,220 10.78	3,961,301 9.18	4,200,000	8.03
Public Use Computers hours of use	358,849	367,666	370,000	370,000	-
Catalogue Logins	1,272,448	1,244,844	1,200,000	1,320,000[1]	-
Collection Size Per Capita[2]	917,562 2.15	879,723[3] 2.04	901,696 2.09	912,600 2.11	2.24
Materials expenditures per capita	$4.66	$4.80	$4.80	$4.80	$3.04[4]

Municipal Benchmarking Network Canada
1 Planned increase of 10% due to improved website.
2. MBNCanada measure used as reference: Number of Library Holdings per Capita
3 Does not include investment in new online streaming music, video, and online learning tools
4 MBNCanada measure used as reference: Annual Dollar Amount spent on General Library Materials per Capita

While use of the traditional collection remains constant, use of e-books and digital resources continues to rise significantly. Improvements to the digital collection are important to ensure we are able to respond to the demand. This has been particularly important with the launch of the Library's new website which has increased the visibility of the library collection and has better integrated the print and digital collections. Over the past years, the Library has enhanced its reach by building collections of technological, cultural, practical, and otherwise non-traditional items, and enhancing its existing collections of cultural and language-based (African Nova Scotian,

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Indigenous, multilingual) materials. Some examples of recent non-traditional items for loan include radon detectors, musical instruments, and light therapy lamps.

Free access to public computers remains a vital service offered in the library branches as many community members do not have access to computers and the Internet at home. Individuals rely on computers available through the library for learning support, technology training, social connections, job and housing searches, access to government services and to the library's digital collection. Technology training through the library helps to bridge the digital divide in our community and the provision of reliable, up-to-date technology through the library is an essential service for many.

Access Services Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Performance Excellence – Service Excellence
Materials Handling Efficiencies (Est Compl: Q4 19/20) The Library will explore opportunities to enhance its automated materials handling processes and equipment to improve efficiency and deliver of the collection.
Process Improvements (Est Compl: Q4 19/20) The Library will apply Lean 6 Sigma to processes to increase efficiency and improve service.
Service Delivery – Service Excellence
Customer Convenience (Est Compl: Q4 19/20) The Library will explore opportunities to expand self-serve technology in branches, increasing convenience to the public.
Social Development –Equity and Inclusion
Digital Equality/Internet Access (Est Compl: Q4 19/20) Find opportunities to provide internet access outside the physical library for those who can currently only access this service in branch.
Digital Equality/Lending Devices (Est Compl: Q4 19/20) Build our community's access and comfort using technology by lending devices paired with content and instruction.
Our People – Engaged Workforce
Technology Training (Est Compl: Q4 19/20) Build internal capacity to provide extensive technology training and support for staff and the public.

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