HALIFAX

Item No. 6
Budget Committee
January 22, 2020

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: January 15, 2020

SUBJECT: Proposed 2020/21 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 to Regional Council on June 4, 2019, staff is required to present the draft 2020/21 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 the CAO to prepare the Halifax Public Libraries 2020/21 Budget and Business Plan, incorporating Regional Council's fiscal direction as per the January 7, 2020 Budget Committee meeting and as proposed in the accompanying presentation, and furthermore to prepare Over and Under items for that Plan as directed by Regional Council's Committee of the Whole on Budget.

BACKGROUND

As part of the design of the 2020/21 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 October 29, 2019 Committee of the Whole meeting, Regional Council considered the 2020/21 Strategic Priorities Plan and at the November 12, 2019 session of Regional Council, confirmed and directed the CAO to proceed to prepare the 2020/21 Budget and Business Plan in support of Council's Priority Outcomes, consistent with the Outcome Plans as presented in Attachment C of the 2017-2021 Multi-year Priority Outcome Update.

DISCUSSION

Staff has prepared the proposed 2020/21 Halifax Public Libraries Budget and Business Plan consistent with the 2020/21 Strategic Priorities Plan approved on November 12, 2019.

Following direction from the Budget Committee, staff will proceed to prepare the detailed Budget and Business Plan for inclusion in the proposed 2020/21 HRM Budget and Business Plan documents to be presented to Regional Council's Committee of the Whole, as per the process and schedule approved on June 4, 2019.

As part of the Budget process, Regional Council will be provided with a list of possible service increases and decreases that will allow them to more fully direct changes to the budget.

FINANCIAL IMPLICATIONS

The recommendations in this report will lead to the development of a proposed 2020/21 Budget. There are no immediate financial implications from this recommendation. 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 that 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 risks when reports are presented for consideration.

HRM implemented Enterprise Risk Management in 2015. Corporate and operational 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 use the same risk assessment tools as those used to assess corporate risk to rate each discrete project.

COMMUNITY ENGAGEMENT

An extensive public engagement was undertaken for the 2020/21 Budget over the month of September. This engagement included nine community pop-up events and on-line survey through the Shape Your City community engagement portal. The results of the Shape Your City Budget engagement were provided in an information report presented to Reginal Council on October 29, 2019.

The 2020/21 budget consultation process also 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. Furthermore, members of the public may use the "Budget Allocator" located on the Shape your City Webpage to offer opinions on spending priorities.

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 2020/21 HRM Budget and Business Plan documents.

ATTACHMENTS

Attachment A - Halifax Public Libraries 2020/21 Budget and Business Plan Presentation
Attachment B - Halifax Public Libraries 2020/21 Draft Budget and Business Plan

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.

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

Report Approved by: Original Signed
                         Åsa Kachan, Chief Librarian & CEO, Halifax Public Libraries 902-490-4630

HALIFAX PUBLIC LIBRARIES

2020/21 Budget & Business Plan
Committee of the Whole on Budget
January 22, 2020

HALIFAX

MISSION

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

SERVICE AREAS

Public Services

Provides direct library service to residents of the Municipality through the Library's 14 branches, as well as through community outreach.

Access Services

Access Services provides the 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.

Administrative Services

Provides strategic planning, marketing and communications, fund development, finance, facilities, and human resources services to support the delivery of excellent library service across the region.

ABOUT US

ANNUAL LIBRARY USES

19M

HOURS OF SERVICE

41K

PROGRAM ATTENDANCE

241K

NUMBER OF BRANCHES

14

WI-FI CONNECTIONS

3.9M

QUESTIONS ANSWERED

692K

NEW LIBRARY CARD HOLDERS

18K

NUMBER OF ITEMS BORROWED

4.6M

WEBSITE VISITS

2.3M

SUCCESSES

99%

Rating of overall satisfaction with public libraries[1]

92%

Percent of respondents that say that libraries and the service they provide to their community are important[1]

94%

Percent of respondents that are satisfied with library adult programming[1]

[1] 2018 Citizen Survey report

CURRENT & PLANNED INITIATIVES

COUNCIL PRIORITIES

SOCIAL DEVELOPMENT

As a welcoming and respected "third place" in our community, the Library plays a key role in providing social infrastructure, and in building a more accessible and inclusive municipality.

2019/20

- Integration of food literacy and newcomer services

- New community kitchen at the Sackville Library and upgrades to Central Library and Keshen Goodman Library to provide spaces for more hands on learning. Intergenerational food literacy programming offered at six branches

- Expansion of Wi-Fi and technology to locations outside of the Library

- Building accessibility audits completed and recommendations being implemented

CURRENT & PLANNED INITIATIVES

COUNCIL PRIORITIES

SOCIAL DEVELOPMENT

2020/21

- Continue to find new services to address community needs (food literacy, housing instability, social isolation, climate crisis, and mental health)

- Offer programs for incarcerated adults and those integrating back into community settings

- Improvements to interior of Dartmouth North Library

- Improvements to furnishings

CURRENT & PLANNED INITIATIVES

COUNCIL PRIORITIES

HEALTHY LIVABLE COMMUNITIES

2019/20

- Commitment to improving public safety through staff training on empathy-based approaches to working with individuals at risk

- Availability of naloxone in all branches

- Professional social worker has built staff capacity to work with individuals in various life circumstances

CURRENT & PLANNED INITIATIVES

COUNCIL PRIORITIES
GOVERNANCE AND ENGAGEMENT

2020/21

- Extensive public consultation on the redevelopment of the Halifax North Memorial Library

- Library Board is undertaking a full policy review, identifying policy gaps and policies no longer required

- Begin the development of the Library's next Strategic Plan

- The Library will develop a response plan to the climate crisis

- The Library will continue to work closely with HRM to seek out opportunities for efficiency and collaboration

CURRENT & PLANNED INITIATIVES

DIVERSITY & INCLUSION

2019/20

- Continue to build high quality and relevant collections and programs with particular attention to representation of African Nova Scotian and Indigenous voices, history and culture

2020/21

- The library will continue to work with and deepen our connection with our indigenous communities, with particular attention to reflection of Mi'kma'ki in our physical spaces

- Creation of Accessibility Advisory Committee and Plan

CURRENT & PLANNED INITIATIVES

ADMINISTRATIVE PRIORITIES
OUR PEOPLE

2019/20

- Creation of new staffing model that addresses community needs

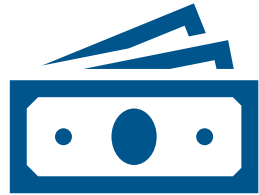- Reached a four year agreement with NSUPE local 14

2020/21

- Implementation of new staffing model

- Robust staff onboarding and development plan

- Launch of new learning management system

- Opportunities for employees to enhance personal well-being and improve the overall health and safety of the workplace
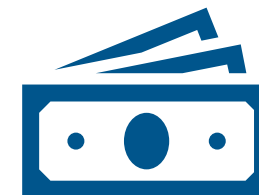
KEY PERFORMANCE INDICATORS

$1.56

Operating Cost Per Use[1]
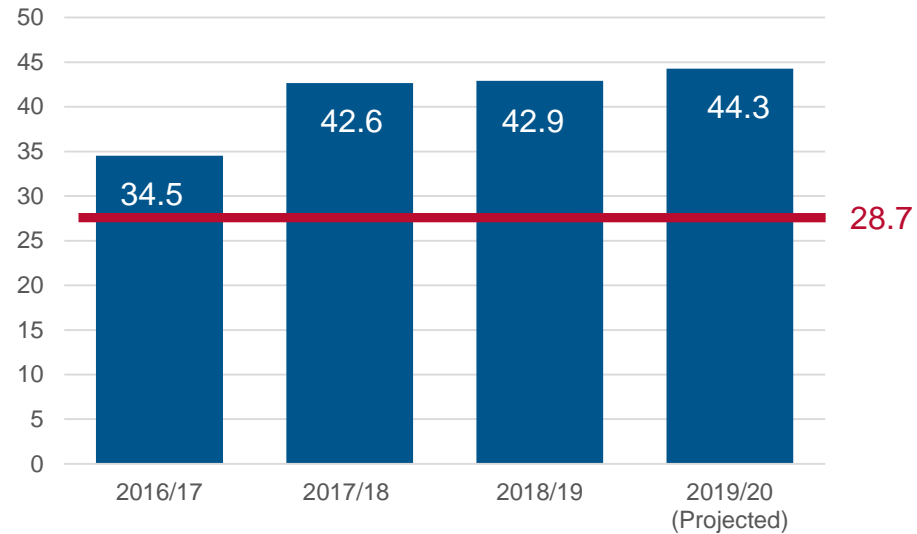
$0.12 below MBNC Median

$1.78

Total Cost Per Use[1]

$0.10 below MBNC Median

[1] MBNCanada 2018 results
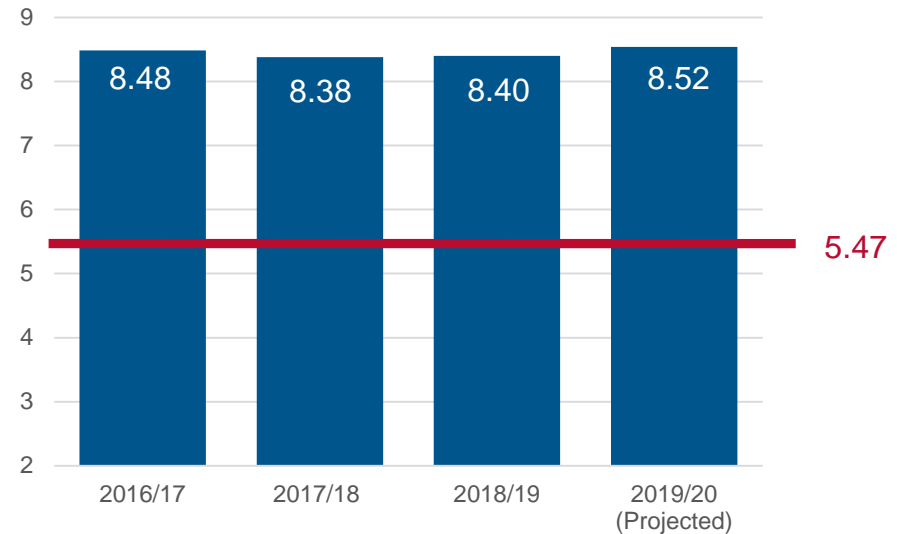
KEY PERFORMANCE INDICATORS
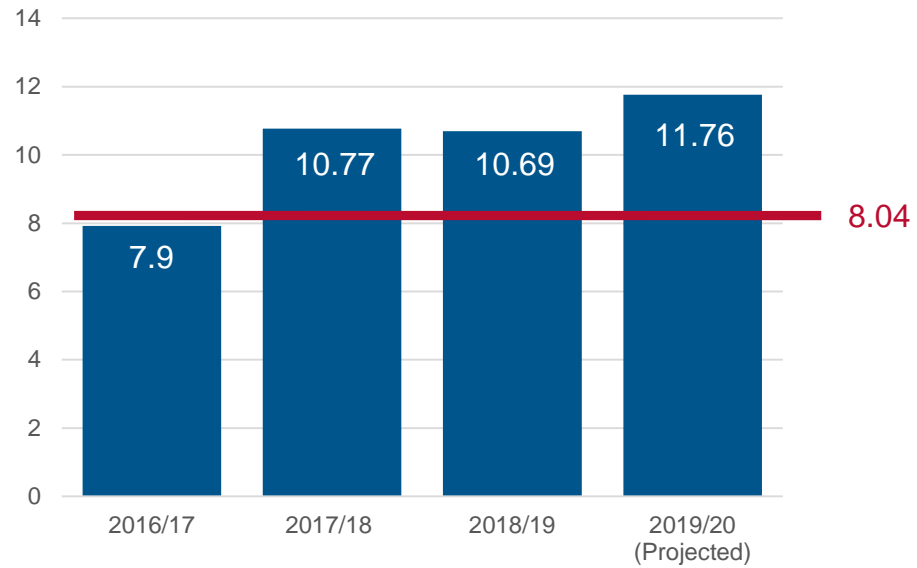
ANNUAL LIBRARY USES PER CAPITA
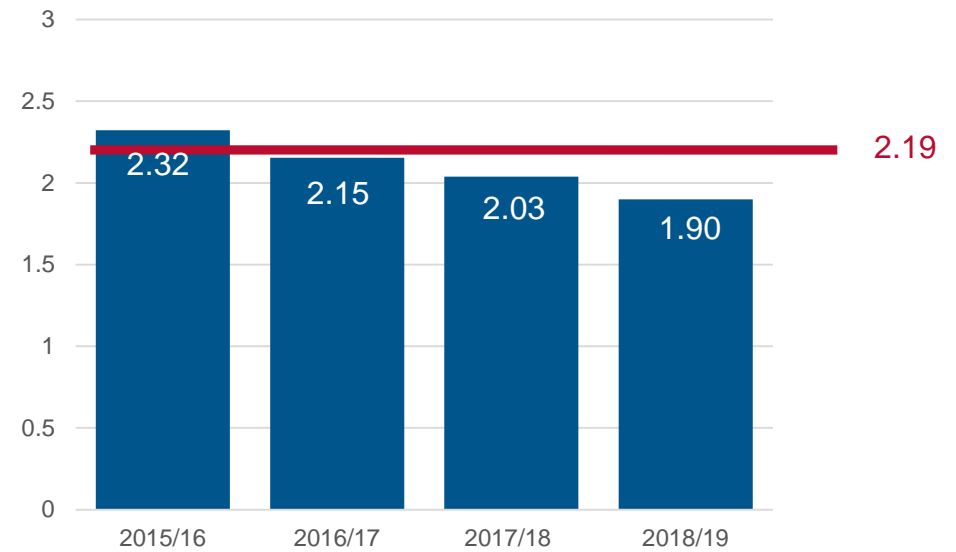

ANNUAL LIBRARY VISITS PER CAPITA

—— MBNCanada Median 2018

KEY PERFORMANCE INDICATORS

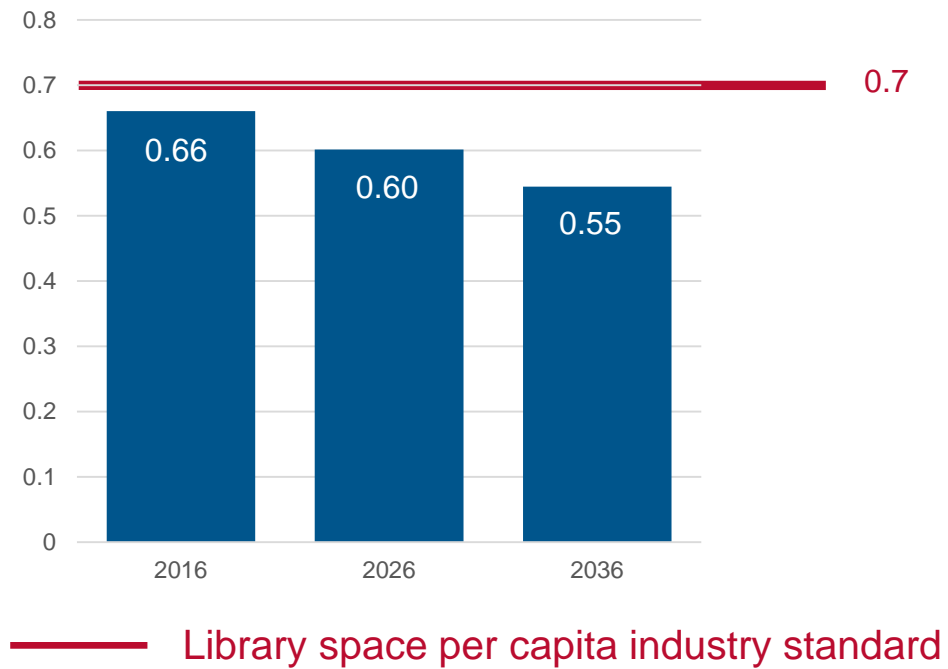### ANNUAL LIBRARY ELECTRONIC VISITS PER CAPITA

HOLDINGS PER CAPITA

—— MBNCanada Median 2018

KEY PERFORMANCE INDICATORS

LIBRARY SPACE PER CAPITA PROJECTIONS

—— Library space per capita industry standard

OPERATING BUDGET

OVERVIEW

Summary of Expenditures & Revenue						
	2018/19	2019/20	2019/20	2020/21		
Expenditures	**Actual**	**Budget**	**Projections**	**Budget**	**Δ 19/20 Budget**	**Δ %**
Compensation and Benefits	$ 19,664,941	$ 19,953,300	$ 19,453,300	$ 20,921,900	$ 968,600	4.9
Office	491,888	425,100	425,100	593,800	168,700	39.7
External Services	986,926	1,036,300	1,036,300	1,054,700	18,400	1.8
Supplies	127,906	123,700	123,700	128,400	4,700	3.8
Materials	1,379				-	-
Building Costs	1,476,760	1,503,900	1,603,900	1,346,800	(157,100)	(10.4)
Equipment & Communications	199,042	643,200	643,200	549,500	(93,700)	(14.6)
Vehicle Expense	526				-	-
Other Goods & Services	4,063,105	3,463,600	3,863,600	3,627,900	164,300	4.7
Interdepartmental	13,298	30,000	30,000	30,600	600	2.0
Other Fiscal	278,602	(800)	(800)	(1,200)	(400)	50.0
Total Expenditures	**27,304,373**	**27,178,300**	**27,178,300**	**28,252,400**	**1,074,100**	**4.0**

	2018/19	2019/20	2019/20	2020/21		
Revenues	**Actual**	**Budget**	**Projections**	**Budget**	**Δ 19/20 Budget**	**Δ %**
Transfers from other Gov'ts	$ (4,994,667)	$ (4,916,000)	$ (4,916,000)	$ (4,916,000)	$ -	-
Fee Revenues	(933,766)	(977,300)	(977,300)	(913,200)	64,100	(6.6)
Other Revenue	(778,469)	(305,000)	(305,000)	(253,200)	51,800	(17.0)
Total Revenues	**(6,706,902)**	**(6,198,300)**	**(6,198,300)**	**(6,082,400)**	**115,900**	**(1.9)**
Net Total	**$ 20,597,471**	**$ 20,980,000**	**$ 20,980,000**	**$ 22,170,000**	**$ 1,190,000**	**5.7**

OPERATING BUDGET

SERVICE AREA OVERVIEW

Service Area	2018/19 Actual		2019/20 Budget		2019/20 Projections		2020/21				Δ %
							Budget		Δ 19/20 Budget		
Administrative Services	$	(3,086,963)	$	(3,588,700)	$	(3,622,747)	$	(3,358,400)	$	230,300	(0.1)
Information Technology/Collections		6,090,474		5,587,200		5,832,966		6,339,600		752,400	0.1
Branches/Public Services		17,904,428		18,966,300		18,769,781		19,188,800		222,500	0.0
Eng. Lang. Learning/Literacy		-		15,200		-		-		(15,200)	(1.0)
Library Restricted Funds		(367,554)									
Capital Transactions		57,086									
Net Total	**$**	**20,597,471**	**$**	**20,980,000**	**$**	**20,980,000**	**$**	**22,170,000**	**$**	**1,190,000**	**5.7**

Table title: Service Area Budget Overview

OPERATING BUDGET

STAFF COUNTS

Full Time Equivalent	2019/20 Approved	2020/21 Planned Change (+/-)	2020/21 Planned
Full Time	331.3	-	331.3
Seasonal, Casual & Term	4.7	-	4.7
Total	**336.0**	**-**	**336.0**

* FTE – Full Time Equivalent – Includes full & part-time and permanent positions. Calculated value based on the normal working hours of each position.

OPERATING BUDGET

SUMMARY OF CHANGES

Change Description / Service Impact	Amount
Approved 2019/20 Budget	**$ 20,980,000**
Compensation Changes:	
Salary Adjustments	1,250,000
Vacancy Management adjustment	(281,400)
Revenue Adjustments:	
Reduced fine revenue to reflect current trends	115,900
Other Budget Adjustments:	
Increased cost of software, photocopying lease and collection supplies	168,700
Increased cost of janitorial contract, offset by reduction in snow removal and security costs	23,100
Adjustment to building costs to reflect anticipated expenses	(157,100)
Reduction in computer repair and maintenance costs	(93,700)
Increased lease costs	82,200
Increased other expenses including training, travel, advertising	82,300
Total Proposed Changes	$ 1,074,100
Proposed 2020/21 Budget	**$ 22,170,000**

OPERATING BUDGET

OPTIONS OVER BUDGET

Options Description / Service Impact	One-time / On-Going	2020/21 Amount
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
Total Proposed Increases / Revenue Decreases		**$ 50,000**

OPERATING BUDGET

PRESSURES

Electronic Resources: The demand for electronic resources continues to grow. Community members want more eBooks, audiobooks and streaming services. The cost of electronic materials are significantly higher than the cost of physical materials and publishers are changing their distribution and pricing for libraries. This is a significant pressure on the Library's operating budget.

Parental Leaves: A large portion of the Library workforce is in the age range where parental leaves are common. Parental leaves causes pressure on the operating budget as salaries are topped up and temporary employees are needed to backfill the leaves. For example in the 2018-19 and 2019-20 fiscal years there were 21 maternity, parental, or adoption leaves.

HALIFAX Halifax Public Libraries Budget & Business Plan 2020/21

HALIFAX

HALIFAX PUBLIC LIBRARIES

2020/21 BUDGET AND BUSINESS PLAN

VISION

REFLECTING OUR COMMUNITY, WE ARE A RESOURCE FOR
EVERYONE AND A LAUNCH POINT FOR GROWTH.

HALIFAX PUBLIC LIBRARIES OVERVIEW

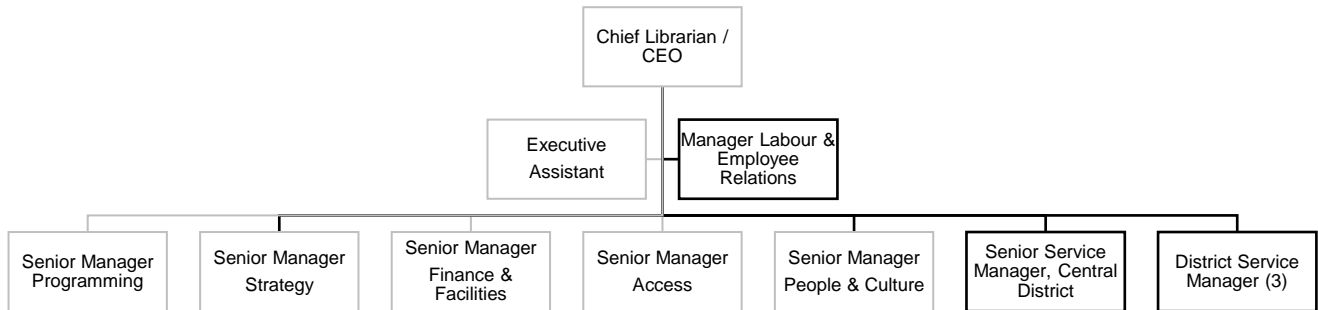Halifax Public Libraries is committed to advancing Regional Council's priority outcomes of:

- Healthy, Liveable Communities – Recreation and Leisure;
- Healthy, Liveable Communities – Community Well-Being;
- Healthy, Liveable Communities – Public Safety;
- Healthy, Liveable Communities – Energy and Environment;
- Social Development – Accessible Community;
- Social Development – Social Infrastructure;
- Social Development – Equity and Inclusion;
- Service Delivery – Service to our Community;
- Service Delivery – Service to our People;
- Service Excellent – Performance Excellence; and
- Governance and Engagement - Public Engagement;

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 ORG CHART

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                    ┌─────────────────┐
                    │ Chief Librarian /│
                    │      CEO         │
                    └─────────────────┘
              ┌──────────────┐  ┌──────────────────┐
              │  Executive   │  │ Manager Labour & │
              │  Assistant   │  │    Employee      │
              │              │  │   Relations      │
              └──────────────┘  └──────────────────┘
```

| Senior Manager Programming | Senior Manager Strategy | Senior Manager Finance & Facilities | Senior Manager Access | Senior Manager People & Culture | Senior Service Manager, Central District | District Service Manager (3) |

FUNDED FULL TIME EQUIVALENTS (FTES)

Funded FTEs	2019/20 Budget	Change (+/-)	2020/21 Budget
Full Time	331.3	-	331.3
Seasonal, Casual and Term	4.7	-	4.7
Total	**336.0**	**-**	**336.0**

Includes full & part-time and permanent positions. Calculated value based on the normal working hours of each position.

BUSINESS UNIT TAX ALLOCATION

Tax Allocation	2018/19 Budget	2019/20 Budget	2020/21* Budget
Percent of the average tax bill spent on Halifax Public Libraries	4.0%	4.0%	3.9%
Average tax bill amount spent on Halifax Public Libraries	$77.90	$78.00	$78.50

* Based on an average tax bill for a single-family home (assessed at $241,400 in 2020)

STRATEGIC INITIATIVES (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.

SOCIAL DEVELOPMENT – SOCIAL INFRASTRUCUTRE

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.

GOVERNANCE AND ENGAGEMENT – FISCAL RESPONSIBILITY

Operational Efficiency
To ensure the greatest community impact with the public's investment in libraries, Halifax Public Libraries will continue to work closely with HRM partners to seek out opportunities for efficiency and collaboration.

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.

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 year, 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	2020/21 Gross Budget ($)	2020/21 OCC ($)
Social Development			
Social Infrastructure	Bedford Library Replacement	250,000	NA
	Halifax North Memorial Library	500,000	NA

OPERATING - BUDGET BY SERVICE AREA

Service Area	2018/19 Actual	2019/20 Budget	2019/20 Projections	2020/21 Budget	Δ 19/20 Budget	Δ %
Administrative Services	$ (3,086,963)	$ (3,588,700)	$ (3,622,747)	$ (3,358,400)	$ 230,300	(0.1)
Information Technology/Collections	$ 6,090,474	$ 5,587,200	$ 5,832,966	$ 6,339,600	$ 752,400	0.1
Branches/Public Services	$ 17,904,428	$ 18,966,300	$ 18,769,781	$ 19,188,800	$ 222,500	0.0
Eng. Lang. Learning/Literacy	$ -	$ 15,200	$ -	$ -	$ (15,200)	(1.0)
Library Restricted Funds	$ (367,554)					
Capital Transactions	57,086					
Net Total	$ 20,597,471	$ 20,980,000	$ 20,980,000	$ 22,170,000	$ 1,190,000	5.7

OPERATING - SUMMARY OF CHANGES - PROPOSED BUDGET

Change Description / Service Impact	Amount
Approved 2019/20 Budget	$ 20,980,000
Compensation Changes:	
Salary Adjustments	1,250,000
Vacancy Management adjustment from	(281,400)
Revenue Adjustments:	
Fee Revenue adjusted based collection trend from '18 and '19	115,900
Other Budget Adjustments:	
Office: Increased expense for software, photocoping lease and collection supplies	168,700
External Services and Supplies: Increased janitoral contract, offset by reduction in snow removal and security contract	23,100
Building Costs: Align municipal taxes and utllity expense with current trend	(157,100)
Equipment and Communications: Reduction in Computer R&M budget	(93,700)
Other Goods & Services: Increased facility rental and training expense	164,500
Total Proposed Changes	$ 1,074,100
Proposed 2020/21 Budget	$ 22,170,000

OPERATING - SUMMARY OF EXPENSE & REVENUE

Expenditures	2018/19 Actual	2019/20 Budget	2019/20 Projections	2020/21 Budget	Δ 19/20 Budget	Δ %
Compensation and Benefits	$ 19,664,941	$ 19,953,300	$ 19,453,300	$ 20,921,900	$ 968,600	4.9
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Supplies	127,906	123,700	123,700	128,400	4,700	3.8
Materials	1,379				-	-
Building Costs	1,476,760	1,503,900	1,603,900	1,346,800	(157,100)	(10.4)
Equipment & Communications	199,042	643,200	643,200	549,500	(93,700)	(14.6)
Vehicle Expense	526				-	-
Other Goods & Services	4,063,105	3,463,600	3,863,600	3,627,900	164,300	4.7
Interdepartmental	13,298	30,000	30,000	30,600	600	2.0
Debt Service	-	-	-	-	-	-
Other Fiscal	278,602	(800)	(800)	(1,200)	(400)	50.0
Total Expenditures	**27,304,373**	**27,178,300**	**27,178,300**	**28,252,400**	**1,074,100**	**4.0**

Revenues	2018/19 Actual	2019/20 Budget	2019/20 Projections	2020/21 Budget	Δ 19/20 Budget	Δ %
Transfers from other Gov'ts	$ (4,994,667)	$ (4,916,000)	$ (4,916,000)	$ (4,916,000)	$ -	-
Fee Revenues	(933,766)	(977,300)	(977,300)	(913,200)	64,100	(6.6)
Other Revenue	(778,469)	(305,000)	(305,000)	(253,200)	51,800	(17.0)
Total Revenues	**(6,706,902)**	**(6,198,300)**	**(6,198,300)**	**(6,082,400)**	**115,900**	**(1.9)**
Net Total	**$ 20,597,471**	**$ 20,980,000**	**$ 20,980,000**	**$ 22,170,000**	**$ 1,190,000**	**5.7**

HALIFAX PUBLIC LIBRARIES SERVICE AREA PLANS (2020/21)

ADMINISTRATIVE SERVICES

Administrative Services provides the Library's centralized infrastructure and support in the areas of Strategy and Business Intelligence, Finance & Facilities, People & Culture, 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, Service Excellence 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 performance excellence 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.

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. This service develops donor relations, grant applications and follow-up and secures important resources for the library.

SOCIAL DEVELOPMENT – SOCIAL INFRASTRUCTURE

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.

OUR PEOPLE – ENGAGED WORKFORCE

People & Culture

This service provides human resource 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, employee wellness, payroll, learning 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.

SERVICE DELIVERY MEASURES

Performance Measures	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Planned	MBNC* Median 2018
Electronic Visits per capita	10.77	11.35	11.76	11.76	8.04
Library Operating Cost per Use	$1.53	$1.56	$1.56	$1.56	$1.68
Annual Library Visits Per Capita	3,618,317 8.38	3,617,008 8.40	3,677,451 8.54	3,677,451 8.54	5.47

* *Municipal Benchmarking Network Canada*

With the launch of a new website and catalog in 2017 it was anticipated that more individuals in our community would be able to access services and information online. There has been an increase in use in 2018/19 and it is projected that this will increase again in 2019/20.

Prior to the new web presence, the Library did not reach the MBN Canada median of electronic visits per capita; however, since the launch of the improved website and catalog, usage has increased and is now significantly higher than the MBNC median.

New and improved services and increased use of traditional services means the library has significantly more interactions with members of our community each year. The library continues to offer these services in a fiscally responsible manner and this is reflected in the relatively stable operating cost per use. Compared to peers in the MBNC data set the Library is below the median cost per use of $1.68.

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 continue to improve Library spaces in response to this increased demand.

ADMINISTRATIVE SERVICE KEY DELIVERABLES (2020/21)

2020/21 Deliverables with Estimated Completion
Healthy, Liveable Communities – Public Safety
Comfort Centres (Target: March 31, 2021) 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.
Healthy Liveable Communities – Community Well-Being

2020/21 Deliverables with Estimated Completion
Youth Employment (Target: March 31, 2021) The Library will explore offering youth designated employment opportunities, supporting youth development through mentorship and work experience.
Governance and Engagement – Public Engagement
Halifax North Memorial Library Public Consultation (Target: March 31, 2021) The Library will undertake an extensive public consultation on the redevelopment of the Halifax North Memorial Library, taking into account the history, connection, and future of North End Halifax.
Social Development – Social Infrastructure
Dartmouth North Renovation (Target: March 31, 2021) The Library will renovate the interior and create a small addition to the Dartmouth North Library.
Our People – Engaged Workforce
Staff Onboarding and Development (Target: March 31, 2021) The Library will build a robust onboarding and development plan for each employee.
Our People – Healthy and Safe Workplace
Health and Wellness (Target: March 31, 2021) The Library will focus on providing opportunities for employees to enhance their personal wellbeing and improve the overall health and safety of the workplace.
Social Development – Accessible Community
Accessibility Advisory Committee and Plan (Target: March 31, 2021) Working under the new Accessibility Act of Nova Scotia, the Library will create an accessibility advisory committee and an overall accessibility plan that takes into consideration facilities, services, and employment.

PUBLIC SERVICES

The Library's Public Services 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 and other community engagement activities.

Services Delivered

HEALTHY, LIVEABLE COMMUNITIES - RECREATION AND LEISURE

Branch Services

Library programs and services are provided through 14 library branches, including Central Library. Annually the library circulates 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.

SOCIAL DEVELOPMENT – EQUITY AND INCLUSION

Community Engagement

Beyond the branches, the Library proves outreach services across the Municipality's communities through pop-up programs, as well as community partnerships and engagement. 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. By providing opportunities to engage, Halifax Public libraries works to improve community well-being and reduce social isolation. 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

Performance Measures	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Planned	MBNC Median[1] 2018
Annual Library Uses [2] Per Capita	18,411,765 42.6	18,477,758 42.9	19,065,013 44.28	19,065,013 44.28	31.9
Annual Library Visits Per Capita	3,618,317 8.38	3,617,008 8.40	3,677,451 8.54	3,677,451 8.54	5.47
Home Delivery / Borrow by Mail Checkouts[3]	61,143	62,418	71,026	71,000	NA
Program Attendance (Total) Per Capita	224,072 0.52	241,154 0.56	220,028 0.51	220,028 0.51	0.34
Meeting Room Bookings	10,344	10,671	11,000	11,000	NA
Volunteer Hours	38,537	38,464	38,000	38,000	NA
Hours of Library service	40,499	41,483	41,642	41.642	NA

(1) Municipal Benchmarking Network Canada
(2) Library uses include in person visits, circulation (both electronic and digital), online activity, WiFi connections, program attendance, and technology use.
(3) 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 its 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 SERVICES KEY DELIVERABLES (2020/21)

2020/21 Deliverables with Estimated Completion
Healthy, Liveable Communities – Recreation and Leisure
Programming (Target: March 31, 2021) The Library will offer programming and support focused on creativity, cooking and technology.
Healthy, Liveable Communities – Energy and Environment
Climate Change Programming (Target: March 31, 2021) The Library will build partnerships to provide community conversations, programs, and resources to increase awareness and engagement on the impact of climate change.
Healthy, Liveable Communities – Community Well-Being
Food Strategy (Target: March 31, 2021) The Library will work with the Halifax Food Policy Alliance, community partners, and the municipality to develop and advance a region wide food strategy.
Spryfield Youth Needs Assessment (Target: March 31, 2021) Working with teens and community partners in the Spryfield area, the Library will identify needs and create programming that supports social engagement and learning opportunities.
Social Development – Equity and Inclusion
Digital Equality/Digital Literacy (Target: March 31, 2021) The Library will support digital literacy through the delivery of technology learning programs.
Marginalized Communities (Target: March 31, 2021) The Library will identify and implement service priorities for underserved and marginalized communities.
Service Delivery – Service to our People
Independent Use of Library (Target: March 31, 2021) The Library will develop a plan to provide self-service options for library use for those who seek more independence.

ACCESS SERVICES

Access Services provides the 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

HEALTHY, LIVEABLE COMMUNITIES - RECREATION AND LEISURE

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.

SOCIAL DEVELOPMENT – ACCESSIBLE COMMUNITY

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

Performance Measures	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Planned	MBN Median[1] 2018
Annual Wireless Connections per Capita	3,867,221 8.96	3,975,622 9.23	4055134 9.41	4136236 9.61	1.14
Public Use Computers hours of use	367,666	384,836	402,538	402,538	NA
Annual Non-electronic circulation [2] Per Capita	3,919,000 9.08	3,801,043 8.83	3,687,011 8.56	3576400 8.31	7.28
Annual Electronic Circulation[3] Per Capita	806,074 1.87	904,989 2.10	950,238 2.20	997,749 2.31	1.34

Performance Measures	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Planned	MBN Median[1] 2018
Collection Size per Capita[4]	879,723 2.04	818,074 1.90	818,074 1.90	818,074 1.90	2.19
Annual Dollar Amount Spent on Electronic Library Materials per capita		$2.11	$2.11	$2.11	$2.11
Materials expenditures per capita[5]	$4.80	$5.56	$5.56	$5.56	$3.23
Items Added to Collection	81,586	81,035	72,931	72,931	NA

(1) Municipal Benchmarking Network Canada
(2) Non electronic circulation includes all print books, magazines, CDs and DVDs.
(3) Electronic Circulation includes e-books and e-magazines. MBNCanada measure used for reference: Annual Electronic Circulation Per Capita.
(4) MBNCanada measure used as reference: Number of Library Holdings per Capita
(5) 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 the Library is 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, 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 the community and the provision of reliable, up-to-date technology through the library is an essential service for many.

ACCESS SERVICES KEY DELIVERABLES (2020/21)

2020/21 Deliverables with Estimated Completion
Social Development – Social Infrastructure
Technology in Community (Target: March 31, 2021) To improve access to digital resources and equipment, the Library will seek partnerships to provide technology to groups in their community locations.
Service Excellence – Performance Excellence
Delivery Model (Target: March 31, 2021) The Library will review and create a new delivery model with a focus on health, safety, and efficiency. This will include assessments of vehicle needs, branch layouts, and processes.
Access Space (Target: March 31, 2021) The Library will develop space requirements for the potential co-location of IT, Collection Management, and Delivery.
Social Development – Equity and Inclusion
Community Collections (Target: March 31, 2021) The Library will consult members of the African Nova Scotian and Indigenous communities to ensure the Library's collections adequately represent those communities. It will take advice from community members in building criteria for the selection and promotion of titles.