HALIFAX PUBLIC LIBRARIES

2021/22 Budget & Business Plan
Committee of the Whole on Budget
February 17, 2021

HALIFAX

Vision & Direction 2021
People Centric, Purpose Driven

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 Halifax Regional 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 Wi-Fi, 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

20M

HOURS OF SERVICE

39K

PROGRAM ATTENDANCE

221K

NUMBER OF BRANCHES

14

WI-FI CONNECTIONS

3.9M

QUESTIONS ANSWERED

744K

NEW LIBRARY CARD HOLDERS

18K

NUMBER OF ITEMS BORROWED

4.4M

WEBSITE VISITS

2.5M

2019/20 Actual Statistics.

SUCCESSES

10K Digital Library Card Registrations

1M Digital titles checked out

10K Lunches served

37K Unblocked Library Cards

5 New or boosted Wi-Fi locations

38K Library items delivered to residents' homes

March 2020 - Present

CURRENT & PLANNED INITIATIVES

COUNCIL PRIORITIES

COMMUNITIES – INVOLVED COMMUNITIES

2020/21

- Removing a barrier – the Library is now fine free. Over 37,000 cards unblocked.

- Free printing for everyone. Every Library card holder now has access to $5 per month of free printing.

2021/22

- Promoting the role arts and culture play in community wellbeing, the Library will offer free access to resources, performances, spaces, exhibits and learning with a focus on inclusion and representation of diverse voices.

- Improving the Library collection through new and innovative lending options.

CURRENT & PLANNED INITIATIVES

COUNCIL PRIORITIES

COMMUNITIES – SAFE COMMUNITIES

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.

2020/21

- Interior renovations at Dartmouth North Library.

- Healthy snack and lunch program.

CURRENT & PLANNED INITIATIVES

COUNCIL PRIORITIES

COMMUNITIES – SAFE COMMUNITIES

2021/22

- To help the community recover from the pandemic, the Library will work to foster a renewed sense of community and physical connection between residents.

- The Library will start renovations to Keshen Goodman Library and renovation planning for Halifax North Memorial Library.
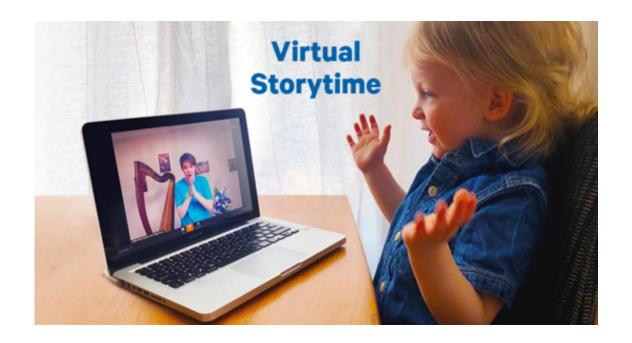
CURRENT & PLANNED INITIATIVES

COUNCIL PRIORITIES

COMMUNITIES – INCLUSIVE COMMUNITIES

2020/21

- The Library has boosted Wi-Fi signals and added new Wi-Fi locations in our communities.

- Responding quickly to the pandemic the Library offered new ways to access services, curbside pick up, Ask the Library phone line, virtual programming, lending collections to community partners, and more.

CURRENT & PLANNED INITIATIVES

COUNCIL PRIORITIES

COMMUNITIES – INCLUSIVE COMMUNITIES

2021/22

- The Library will lend technology and internet access to be used at home for individuals who are experiencing significant need.

- The Library will work to build knowledge, skills and attitudes leading to individual and collective responses to the climate emergency.

CURRENT & PLANNED INITIATIVES

COUNCIL PRIORITIES
COMMUNITIES – INCLUSIVE COMMUNITIES

2019/20

- The Library is recruiting a new Accessibility Advisory Committee to help build the Library's plan to achieve the goals established in Access by Design 2030.

- Working with the Mi'kmaw Native Friendship Centre the Library has identified opportunities for community awareness building and programming to support reconciliation.

CURRENT & PLANNED INITIATIVES

COUNCIL PRIORITIES

COMMUNITIES – INCLUSIVE COMMUNITIES

2021/22

- The Library, working with community, will build local history resources that address people and communities whose history is underrepresented or marginalized.

- Working with community, the Library will identify and deliver improvements to service offered in the Preston Townships Communities[1] .

1. The Preston Township Communities includes the communities of North Preston, East Preston, and Cherry Brook / Lake Loon
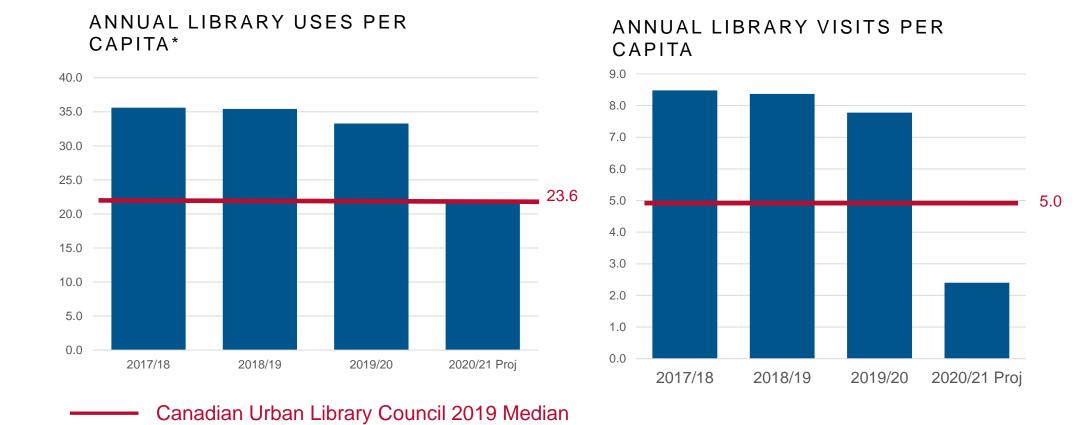
CURRENT & PLANNED INITIATIVES

ADMINISTRATIVE PRIORITIES
RESPONSIBLE ADMINISTRATION / OUR PEOPLE

2020/21

• Creation of new staff online learning platform.

• New Health and Wellness initiatives to support personal well-bring and improve the overall health and safety of the workplace.

2021/22

• The Library will complete workplace violence risk assessments of all work locations.

• The Library will develop an internal committee to address staff inclusion with the aim of creating an inclusive work environment.
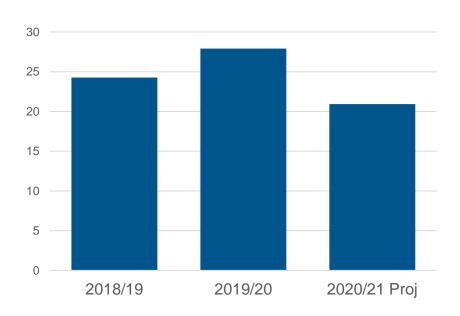
• The Library will develop the next five-year strategic plan.

KEY PERFORMANCE INDICATORS

ANNUAL LIBRARY USES PER CAPITA*

ANNUAL LIBRARY VISITS PER CAPITA

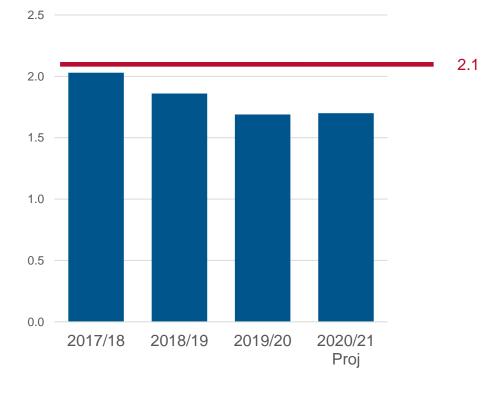—— Canadian Urban Library Council 2019 Median

*Annual Library Uses and Annual Library Visits calculated using the Canadian Urban Library Council definition

KEY PERFORMANCE INDICATORS
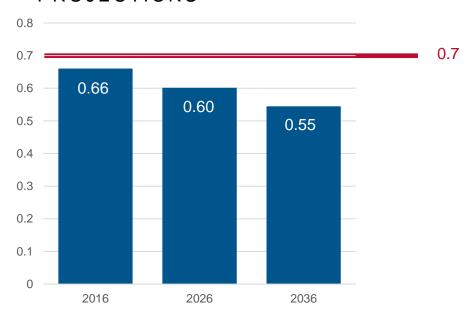
ANNUAL LIBRARY ELECTRONIC USES PER CAPITA

HOLDINGS PER CAPITA

2.1

Canadian Urban Library Council 2019 Median

KEY PERFORMANCE INDICATORS

LIBRARY SPACE PER CAPITA PROJECTIONS

Library space per capita industry standard

OPERATING BUDGET

STAFF COUNTS

Full Time Equivalent	2020/21 Approved	2021/22 Planned Change (+/-)	2021/22 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

OVERVIEW

Expenditures	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
Compensation and Benefits	$ 19,274,176	$ 20,921,900	$ 20,521,900	$ 18,296,362	$ 21,400,000	$ 878,100	4.3	2.3
Office	489,130	593,800	416,100	568,500	583,400	167,300	40.2	(1.8)
External Services	997,606	1,054,700	866,900	1,104,200	1,220,200	353,300	40.8	15.7
Supplies	99,196	128,400	79,800	245,000	278,400	198,600	248.9	116.8
Materials	937					-	-	-
Building Costs	1,531,567	1,346,800	1,244,500	2,170,350	1,309,200	64,700	5.2	(2.8)
Equipment & Communications	235,295	549,500	372,000	862,000	411,500	39,500	10.6	(25.1)
Vehicle Expense	1,453					-	-	-
Other Goods & Services	4,475,780	3,927,900	4,135,900	4,177,288	3,898,800	(237,100)	(5.7)	(0.7)
Interdepartmental	28,489	30,600	27,300	(55,900)	30,600	3,300	12.1	-
Other Fiscal	346,371	(1,200)	(1,200)	(1,000)	(1,200)	-	-	-
Total Expenditures	**27,480,000**	**28,552,400**	**27,663,200**	**27,366,800**	**29,130,900**	**1,467,700**	**5.3**	**2.0**

Revenues	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
Transfers from other Gov'ts	$ (4,983,167)	$ (4,916,000)	$ (5,274,300)	$ (5,274,300)	$ (5,274,300)	$ -	-	7.3
Fee Revenues	(767,483)	(913,200)	(382,000)	(78,700)	(230,900)	151,100	(39.6)	(74.7)
Other Revenue	(500,775)	(253,200)	(332,400)	(339,300)	(295,700)	36,700	(11.0)	16.8
Total Revenues	**(6,251,425)**	**(6,082,400)**	**(5,988,700)**	**(5,692,300)**	**(5,800,900)**	**187,800**	**(3.1)**	**(4.6)**
Net Total	**$ 21,228,575**	**$ 22,470,000**	**$ 21,674,500**	**$ 21,674,500**	**$ 23,330,000**	**$ 1,655,500**	**7.6**	**3.8**

Note: "March Budget" is the pre COVID budget presented to Council and was not adopted. "June Budget" is the recast budget for COVID that Regional Council approved as the 2020/21 budget.

OPERATING BUDGET

SERVICE AREA OVERVIEW

Service Area	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
Administrative Services	$ (2,818,033)	$ (3,358,400)	$ (3,894,500)	$ (2,466,028)	$ (1,679,400)	$ 2,215,100	(56.9)	(50.0)
Information Technology/Collections	5,984,051	6,589,600	6,562,000	7,100,100	6,566,700	4,700	0.1	(0.3)
Branches/Public Services	17,814,903	19,238,800	18,970,500	17,040,428	18,442,700	(527,800)	(2.8)	(4.1)
Eng. Lang. Learning/Literacy	-	-	36,500			(36,500)	(100.0)	-
Library Restricted Funds	240,194						-	-
Capital Transactions	7,460						-	-
Net Total	**$ 21,228,575**	**$ 22,470,000**	**$ 21,674,500**	**$ 21,674,500**	**$ 23,330,000**	**$ 1,655,500**	**7.6**	**3.8**

OPERATING BUDGET

SUMMARY OF CHANGES

Change Description / Service Impact	Amount
Approved 2020/21 June Budget	**$ 21,674,500**
Compensation Changes:	
Includes 2% increase per collective agreement	878,100
Revenue Adjustments:	
Fine Reduction	122,600
Other Fee Revenue (Parking, Photocopier, Lease Revenue)	65,200
Other Budget Adjustments:	
Office Expenses (Including Photocopying, RFID Labels)	167,300
External Services (Janitorial, Photocopier Lease)	353,300
Supplies (PPE Supplies)	198,600
Building Costs (Electricity increase)	64,700
Equipment and Communications	39,500
Other Goods and Services (collection budget at pre-covid level, includes continuing social isolation program $50K)	(237,100)
Interdepartmental	3,300
Total Proposed Changes	$ 1,655,500
Proposed 2021/22 Budget	**$ 23,330,000**

OPERATING BUDGET

OPTIONS OVER BUDGET

Options Descriptions/Service Impact	One-time/ On-Going	2021/22 Amount
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.	**On-going**	**$100,000**
Food Programming: The Library has become a leader in providing access to free food literacy skill building as well as providing equal access to snacks and lunches at our branches. The cost of food is expensive and the demand in our communities is increasing.	**On-going**	**$50,000**
Total Proposed Increases/Revenue Decreases		**$150,000**

OPERATING BUDGET

PRESSURES

Technology Lending: The demand for lending technology including Wi-Fi enabled devices and internet access is significant in the Halifax Regional Municipality. As more government services, education and employment opportunities, information and health services move virtual and online, many in our community need access to the internet beyond just public use computers at the Library. The digital divide in our communities is widening. The Library has started to lend technology and internet access for home use to those in greatest need; however, the demand is staggering and the cost to provide the service is high. The Library has been working with private and public donors to fund pilot lending projects; however, it is anticipated that the demand for this service will exceed the donations the Library has secured.

PPE: In order to help stop the spread of COVID-19, the Library has invested in additional PPE for staff and the public as well as made temporary changes to our physical locations. It is anticipated that these additional supplies (for example specialized computer sanitization wipes, masks, hand sanitizer, etc.) will be required for at least an additional year or more.