HALIFAX

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Item No. 7
Budget Committee
March 2, 2022

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 22, 2022
SUBJECT:	Proposed 2022/23 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 26, 2021, staff are required to present the draft 2022/23 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 Chief Administrative Officer to incorporate the Halifax Public Library's proposed 2022/23 Budget and Business Plan, as set out and discussed in the accompanying report dated February 22, 2022 and supporting presentation, into the Draft 2022/23 Operating Budget.

BACKGROUND

On January 12, 2021, Regional Council adopted a Strategic Planning Framework, establishing priority outcomes for their term, and directed staff to develop multi-year plans to advance these outcomes.

As part of the design of the 2022/23 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.

DISCUSSION

Staff has prepared the proposed 2022/23 Halifax Public Libraries Budget and Business Plan consistent with the 2021- 2025 Strategic Priorities Plan approved on December 1, 2020 as well as fiscal direction provided on November 23, 2021.

Following direction from the Budget Committee, staff will proceed to prepare the detailed Budget and Business Plan for inclusion in the proposed 2022/23 HRM Budget and Business Plan documents to be presented to Regional Council's Budget Committee, as per the process and schedule approved on October 26, 2021.

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 2022/23 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

The 2021 Resident Survey was conducted from September 1 – 24, 2021. This invitation-based survey was mailed to 20,000 randomly selected households across all districts and received 1,766 responses to a

variety of budget, planning, and priorities questions. The results of the 2021 Resident Survey were provided in an information report presented to Reginal Council on November 23, 2021.

The 2022/23 budget consultation process also seeks to solicit public comment by inviting members of the public to provide feedback following each business unit budget and business plan presentation.

ENVIRONMENTAL IMPLICATIONS

No environmental implications were identified.

ALTERNATIVES

The Budget Committee could choose to amend the Budget and Business Plan as proposed in the supporting presentation through specific motion and direct the Chief Administrative Officer to proceed to prepare the Budget and Business Plan for inclusion in the proposed 2022/23 HRM Budget and Business Plan documents.

ATTACHMENTS

Attachment 1 - 2022/23 Halifax Public Libraries Proposed 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.

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HALIFAX

HALIFAX PUBLIC LIBRARIES

2022/23 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 (the Library) engages our communities and the people who live in them – encouraging participation, facilitating connections, and providing solutions in an ever-changing world. Halifax Public Libraries provides equitable and open access to services to all residents of Halifax Regional Municipality (the municipality). Under the direction of the Halifax Regional Library Board, the Library provides learning, social, and engagement opportunities through a network of 14 branches, 2 community offices, an online presence, community engagement, borrow by mail and home delivery services. Halifax Public Libraries exists to support collective growth in our community.

Halifax Public Libraries supports Regional Council and Administrative priorities through community building, offering equitable access to services, and supporting the economic growth of our community. Details on how the Library supports Regional council priorities can be found in the Library's Strategic Plan and HRM's Strategic Priorities Plan.

HALIFAX PUBLIC LIBRARIES ORG CHART
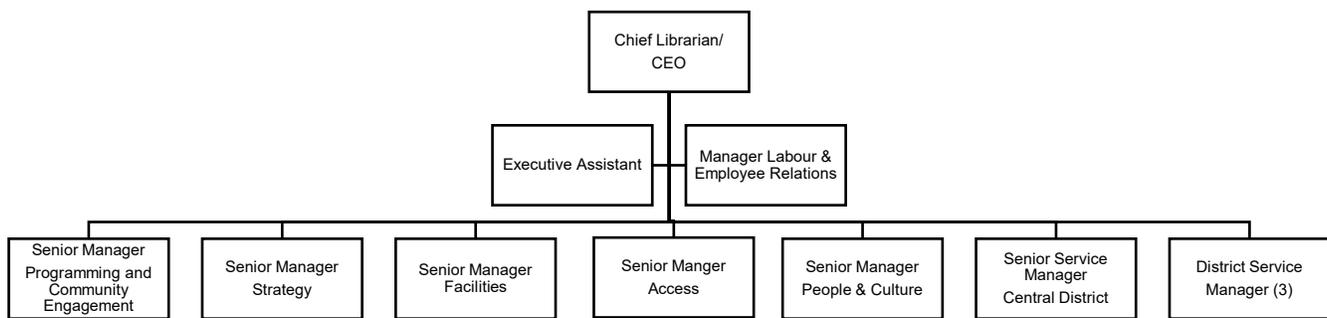
FUNDED FULL TIME EQUIVALENTS (FTES)

Full Time Equivalent	2021/22 Budget FTE	Transfers (+/-)	Changes (+/-)	2022/23 Budget FTE	$ Budget Change
Operating	336.0	-	(8.0)	328.0	(453,000)
Capital	-	-	1.0	1.0	N/A
Total	**336.0**	**-**	**(7.0)**	**329.0**	**$ (453,000)**

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

The Library has created a new staffing model to support public service and has reorganized staff. The new staffing model has placed a higher proportion of staff into full-time positions, as well as part-time positions with more hours

which supports more employees by providing access to the benefits program. This adjustment has resulted in more stable employment for Library employees - yet a slightly reduced FTE count.

STRATEGIC INITIATIVES

INITIATIVES SUPPORTING REGIONAL COUNCIL PRIORITIES

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.

Democratic Society

The Library will provide equitable access to a broad range of information and ideas, foster dialogue on issues important to our community, and provide a common ground to learn from one another and share perspectives.

Public Safety

The Library will support the municipality's Public Safety Strategy through offering spaces and services available to all, a trained team of staff who work with individuals at risk, and programming and engagement opportunities.

Digital Divide

To help bridge the digital divide and allow equitable access to information and technology, the Library will expand free access to public technology and the internet for all in the community.

Building Social Infrastructure

The Library will make improvements to and build new indoor, outdoor, and virtual public spaces that foster community resilience.

Community Focused Service Delivery

The Library will shift staffing to increase the Library's work in the community. This shift will result in improved service delivery and programming responses both within and outside branches that meet various customer and community needs.

INITIATIVES SUPPORTING HALIFACT

Capacity Building for Climate Adaptation - Environmental Awareness (Environment – Climate Resilience)

The Library will work to build individual and community knowledge, skills, and understanding of climate change that leads to individual and collective responses to the climate emergency.

Retrofit Municipal Buildings to Be Net Zero Ready and Climate Resilient - Infrastructure Improvements (Environment - Net Zero Emissions)

The Library will work to make changes to library facilities to improve efficiencies. New Library facilities will be built to net zero standards.

INITIATIVES SUPPORTING ADMINISTRATIVE PRIORITIES

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.

HALIFAX PUBLIC LIBRARIES BUDGET

OPERATING - BUDGET BY SERVICE AREA

Service Area	2020/21 Actual	2021/22 Budget	2021/22 Projections	2022/23 Budget	2022/23 Δ 21/22 Budget	Δ %
Administrative Services	$ (2,770,692)	$ (1,679,400)	$ (1,665,672)	$ (2,536,050)	$ (856,650)	51.0
Information Technology/Collection Manageme	7,143,170	6,666,700	6,938,421	6,525,000	(141,700)	(2.1)
Branches/Public Services	17,308,098	18,492,700	18,224,176	19,061,050	568,350	3.1
Eng. Lang. Learning/Literacy	-	-	(16,925)	-	-	-
Library Restricted Funds	(418,191)	-	-	-	-	-
Capital Transactions	(525,448)	-	-	-	-	-
Net Total	**$ 20,736,936**	**$ 23,480,000**	**$ 23,480,000**	**$ 23,050,000**	**$ (430,000)**	**(1.8)**

OPERATING - SUMMARY OF CHANGES

Change Description / Service Impact	Amount
Proposed 2021/22 Budget	**$ 23,480,000**
Compensation Changes:	
Proposed wage mode includes 328 FTE's and reductions to extra hours funding and increase in vacancy management to meet the budget envelope provided.	(453,000)
Revenue Adjustments:	
Parking fee revenue expected to return to 75% of pre pandemic levels	(85,400)
Other Budget Adjustments:	
Office - increase in software, license and maintenance agreement fees	128,600
Supplies - reduced demand for PPE supplies	(69,800)
Building Costs	193,100
Equipment and Communications	(60,000)
Programming - reduced to meet budget envelope provided	(50,000)
Collection Materials - reduced to meet budget envelope provided	(100,000)
Facilities Rental - increased costs for leased facilities	48,000
Other	18,500
Total Changes	$ (430,000)
2022/23 Budget	**$ 23,050,000**

OPERATING- SUMMARY OF EXPENSE & REVENUE

Expenditures	2020/21 Actual	2021/22 Budget	2021/22 Projections	2022/23 Budget	2022/23 Δ 21/22 Budget	2022/23 Δ %
Compensation and Benefits	$ 18,417,096	$ 21,400,000	$ 19,900,000	$ 20,947,000	$ (453,000)	(2.1)
Office	391,419	583,400	583,400	712,000	128,600	22.0
External Services	1,046,338	1,220,200	1,411,300	1,235,300	15,100	1.2
Supplies	245,510	278,400	198,400	208,600	(69,800)	(25.1)
Building Costs	1,921,699	1,309,200	1,914,200	1,502,300	193,100	14.7
Equipment & Communications	269,671	411,500	926,500	351,500	(60,000)	(14.6)
Other Goods & Services	4,522,273	4,048,800	4,277,700	3,946,800	(102,000)	(2.5)
Interdepartmental	(81,237)	30,600	30,600	33,200	2,600	8.5
Other Fiscal	513,126	(1,200)	(1,200)	(400)	800	(66.7)
Total Expenditures	**27,245,895**	**29,280,900**	**29,240,900**	**28,936,300**	**(344,600)**	**(1.2)**

Revenues	2020/21 Actual	2021/22 Budget	2021/22 Projections	2022/23 Budget	2022/23 Δ 21/22 Budget	2022/23 Δ %
Transfers from other Gov'ts	$ (5,329,100)	$ (5,274,300)	$ (5,274,300)	$ (5,274,300)	$ -	-
Fee Revenues	(67,657)	(230,900)	(190,900)	(307,500)	(76,600)	33.2
Other Revenue	(1,112,202)	(295,700)	(295,700)	(304,500)	(8,800)	3.0
Total Revenues	**(6,508,959)**	**(5,800,900)**	**(5,760,900)**	**(5,886,300)**	**(85,400)**	**1.5**
Net Total	**$ 20,736,936**	**$ 23,480,000**	**$ 23,480,000**	**$ 23,050,000**	**$ (430,000)**	**(1.8)**

HALIFAX PUBLIC LIBRARIES SERVICE AREA PLANS (2022/23)

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

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, management, and 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 Audit & Risk 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 required follow-up and reporting - securing important resources for the Library.

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 promotion of activities to the community.

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.

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.

ADMINISTRATIVE SERVICE KEY DELIVERABLES (2022/23)

Communities – Safe Communities
Keshen Goodman Renovations (Est. Completion: Q4 2022/23)   The Library will renovate the interior and add additional space to improve library service to this growing community.
Halifax North Memorial Public Library (Est. Completion: Q4 2022/23)   Working with community, the Library will identify requirements and develop building plans for the redevelopment of Halifax North Memorial Public Library.

Communities – Inclusive Communities
Improving Accessibility (Target: Q4 2023/24) Working with the Library Accessibility Committee and community, the Library will make improvements to physical spaces and services to improve accessibility to individuals who experience disabilities.
Responsible Administration – Well Managed
Strategic Plan Development (Est. Completion: Q4 2022/23) The Halifax Regional Library Board, working with staff and the community, will develop the next five-year strategic plan.
Operational Efficiency (Est. Completion: Q4 2022/23) To ensure the greatest community impact with the public's investment in libraries, Halifax Public Libraries will continue to evaluate internal business practices for efficiencies and will seek out opportunities for collaboration with the municipality, the Province of Nova Scotia and other service providers.
Our People – Healthy and Safe Workplace
Employee Workspaces (Target: Q4 2022/23) The Library will evaluate staff work environments with consideration to proper ergonomic spaces.
Learning & Development (Target: Q4 2022/23) The Library will provide training and support to equip staff with the skills and knowledge needed to support our community through covid recovery.
Our People – Diverse, Inclusive, & Equitable Environment
Addressing Inclusion (Target: Q4 2022/23) The Library will develop an internal committee to address staff inclusion with the aim of creating an inclusive work environment.

Est. Completion applies to deliverables carried over from previous business plans and is the estimated date of completion
Target applies to new deliverables and is the original target completion date

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, along with other community engagement activities.

SERVICES DELIVERED

Branch Services

Library programs and services are provided through 14 library branches, and two community offices. Annually the Library circulates a wide variety of print and electronic library material. Library staff assist the public with information and leisure reading needs, provide access to local history and genealogy information, and assists people with building their digital literacy 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 programs, food and technology learning, and meeting room rentals.

The Library offers volunteer opportunities for community members to become more engaged with their communities. Volunteers provide tutoring support, build connections with newcomers, deliver library material, pack snack and activity packs, make lunches, and so much more. The Library's volunteer programs help support individuals and offer opportunities for the public to build meaningful connections with their community.

Community Engagement

Beyond the branches, the Library provides 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 the municipality, 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. The Library also offers inclusive library services by offering home delivery and borrow by mail options for those who cannot easily visit library branches and by providing adaptive technology and access to alternative formats for individuals with print disabilities.

SERVICE DELIVERY MEASURES

Performance Measures	2019/20 Actual[1]	2020/21 Actual[2]	2021/22 Projected[3]	2022/23 Planned[4]
Annual Library Uses [5]	19,901,159	11,337,594	15,024,724	17,278,432
Annual Library Uses Per Capita	45.2	25.3	32.7	37.6
Annual Library Visits	3,425,342	1,012,677	1,508,600	1,885,750
Annual Library Visits Per Capita	7.77	2.25	3.28	4.1

Performance Measures	2019/20 Actual[1]	2020/21 Actual[2]	2021/22 Projected[3]	2022/23 Planned[4]
Home Delivery / Borrow by Mail Circulation[6]	65,576	40,877[7]	59,625	68,568
Meeting Room Bookings	10,755	3,992	5,988	6,886
Volunteer Hours	34,486	20,269	25,497	29,321
Hours of In Person Library service[9]	39,797	20,683	30,584	39,797

(1) *Incudes in person public access closure from March 16 – 31.*
(2) *Includes in person public access closure from April 1- June 30 and November 25 – December 21. Also includes reduced capacity and programming adjustments to help stop the spread of COVID-19.*
(3) *Includes in person public access closure from April 23 – June 15. Also includes reduced capacity and programming adjustments in accordance with public health orders to help stop the spread of COVID-19.*
(4) *Assuming no further in person closures for 2022/23 but assuming physical distancing requirements continue to be in place for a period of time.*
(5) *Library uses include in person visits, circulation (both electronic and digital), online activity, WiFi connections, program attendance, and technology use. Calculated using the Canadian Urban Library Council definition of Library use.*
(6) *Home Delivery/Borrow by Mail Circulation are a subset of the physical collection circulation that are delivered or mailed to community members.*
(7) *Suspension of delivery service to Long Term Care facilities during COVID-19.*
(8) *Includes in person and virtual programming.*
(9) *Total hours of open hours to the public does not include curbside*

PERFORMANCE ANALYSIS

Libraries are dedicated to reaching as many people as possible. Our service is rooted in branches, but not bound by them. Every day the Library reaches into the community to ensure services are accessible to everyone. This prepared the Library very well to respond to the community – especially in response to COVID-19.

Over the past year, the Library has partnered with Public Health to provide community-based services in response to the pandemic. Over the course of the year, the Library hosted pop-up rapid testing and vaccination clinics, and distributed rapid tests. The Health authority found very high participation at pop-ups and clinics when they were hosted at the Library, a testament to the fact that Libraries are trusted organizations within the community.

In an effort to support community well-being, the Library continues to work directly with community members, connecting them with important health information and also providing social connection and support for those who experience isolation due to Public Health safety measures.

As COVID-19 arrived in the municipality, inequalities in our communities became more pronounced. As more and more services have moved online, the digital divide has grown exponentially. The Library has been working with intention to improve access to services and information. The Library has extended Wi-Fi signals well beyond our branches to reach those who do not have internet services in their home, we have added more wi-fi hot spots in different community locations, and have been lending technology to those who do not have the hardware needed to access the internet.

The total number of opening hours for 2021/2022 fiscal year is down, as it includes closure periods to help reduce the spread of COVID-19. However, during this same period the Library has seen increased reliance on the public library's digital resources to access technology and internet by our community. In an effort to ensure the greatest

access to library services, three (3) locations have increased opening hours on Sundays and three (3) locations have added opening hours on Mondays.

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 will ensure that these services are offered to the community where they are most needed.

PUBLIC SERVICES KEY DELIVERABLES (2022/23)

Communities – Involved Communities
Arts and Culture Strategy (Target: Q4 2022/23) To promote 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.
Supporting Businesses (Target: Q4 2023/24) The Library offers programs and services that provide significant economic value to the local business community. The Library will work with local business organizations to provide information on the available services and their value.

Communities – Inclusive Communities
Local & Family History (Target: Q4 2022/23) The Library, working with community, will build local history resources that address people and communities whose history is underrepresented or marginalized.

Communities – Safe Communities
Community Recovery (Target: Q4 2022/23) To help the community recover from the pandemic, the Library will work to foster a renewed sense of community and physical connection between residents through a broad range of engaging services and programming.
Social Inclusion (Target: Q4 2022/23) Working with community partners, the Library will offer technology training and support to individuals experiencing social isolation.
Community Health (Target: Q4 2023/24) Working with health care partners, the Library will work to support public health initiatives to keep our community safe.

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 print and electronic materials, and the accompanying systems to support the circulation of these 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 Wi-Fi in each of the Library's locations.

SERVICE DELIVERY MEASURES

Performance Measures	2019/20 Actual[1]	2020/21 Actual[2]	2021/22 Projected[3]	2022/23 Planned[4]
Total Annual Wireless Connections	3,917,274	2,259,860	4,623,000	5,316,450
Total Annual Wireless Connections Per Capita	8.91	5.03	10.05	11.56
Public Use Computers Bookings	476,269	166,207	215,250	247,537
Annual Non-electronic Circulation [5]	3,230,945	1,763,622	2,352,749	2,705,661
Annual Non-electronic Circulation Per Capita	7.33	3.93	5.11	5.88
Annual Electronic Circulation[6]	1,109,375	1,491,648	1,478,795	1,700,614
Annual Electronic Circulation Per Capita	2.5	3.33	3.21	3.70

Performance Measures	2019/20 Actual[1]	2020/21 Actual[2]	2021/22 Projected[3]	2022/23 Planned[4]
Size of Collection Per Capita	1.69	1.85	1.81	1.81
Annual Dollar Amount Spent on Electronic Library Materials Per Capita	$2.75	$2.97[7]	$2.56	$2.56
Materials expenditures Per Capita	$5.31	$5.59[7]	$6.08	$6.08

(1) *Incudes in person public access closure from March 16 – 31.*
(2) *Includes in person public access closure from April 1- June 30 and November 25 – December 21. Also includes reduced capacity and programming adjustments to help stop the spread of COVID-19.*
3) *Includes in person public access closure from April 23 – June 15. Also includes reduced capacity and programming adjustments to help stop the spread of COVID-19.*
(4) *Assuming no further in person closures for 2022/23 but assuming physical distancing requirements continue to be in place.*
(5) *Non-electronic circulation includes all print books, magazines, CDs and DVDs.*
(6) *Electronic Circulation includes e-books and e-magazines. It does not include streaming services.*
(7) *Increase in materials spending with a focus on electronic materials to provide additional electronic resources during COVID-19.*

PERFORMANCE ANALYSIS

While the overall demand for physical resources has remained consistent with some fluctuations due to physical branch closures during the pandemic, the demand for electronic resources continues to increase. On demand access to e-books, movies, magazines, and other resources is considered a core library service by our community members.

As demand for the electronic resources continues to increase, the cost of electronic resources is significantly higher (up to 3 times the cost) than physical resources and there are limits on the number of uses on electronic resources. With the current spending on collections, it is difficult for the Library to maintain current levels of service to the community.

The public reliance on access to information through library technology has remained high during the pandemic. Even with some closures and public health measures reducing occupancy, the total number of Wi-Fi connections has increased by 36% compared to pre-Covid connections. The public need for free equitable access to the internet is essential, and the Library continues to provide this service to many in the community who need it the most.

ACCESS SERVICES KEY DELIVERABLES (2022/23)

Communities – Inclusive Communities
Self-Service Technology Lending (Target: Q4 2022/23) In order to remove barriers and increase access to technology, the Library will make public technology (Chromebooks and iPads) available through self-service kiosks at Library branches.
Community Access (Target: Q4 2022/2023) The Library will work with community partners to provide access to technology and collections in locations outside of Library branches.