HALIFAX

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Item No. 6.2
Budget Committee
February 10, 2023

TO:	Chair and Members of Budget Committee (Standing Committee of the Whole on Budget)
SUBMITTED BY:	Original Signed
	Cathie O'Toole, Chief Administrative Officer
DATE:	February 1, 2023
SUBJECT:	**Proposed 2023/24 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 November 8, 2022, staff are required to present the draft 2023/24 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

That the Budget Committee direct the Chief Administrative Officer to incorporate the Halifax Public Libraries proposed 2023/24 Budget and Business Plan, as set out and discussed in the accompanying plan and supporting presentation, into the Draft 2023/24 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 plans to advance these outcomes.

As part of the design of the 2023/24 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.

This recommendation does not include the addition/removal of any proposed Budget Adjustment List options.

DISCUSSION

Staff has prepared the proposed 2023/24 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 25, 2022.

Following direction from the Budget Committee, staff will proceed to prepare the detailed Budget and Business Plan for inclusion in the proposed 2023/24 HRM Budget and Business Plan documents to be presented to Regional Council's Budget Committee, as per the process and schedule approved on November 8, 2022.

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

Reductions and Over Budget Options

Further to the request by Council on March 2, 2022, Library staff recommend an additional $300,000 (ongoing) be directed toward the library collection, in response to increasing costs of materials, population growth, and significant public demand. This will partially address the widening gap between the current library collection size and the national median.

Library staff do not recommend a reduction of $50,000 (one-time) to the library collection.

FINANCIAL IMPLICATIONS

The recommendations in this report will lead to the development of a proposed 2023/24 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 associated with this report, 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.

Enterprise risks are reviewed as part of the strategic planning process and mitigating initiatives incorporated into business planning activities to reduce or eliminate the impact and likelihood of the risk occurring.

COMMUNITY ENGAGEMENT

The 2022 Municipal Services Survey was conducted from September 12 – 29, 2022. This survey was available online and by mail to all residents, and received 4,030 responses to a variety of budget, planning, and priorities questions. The results of the 2022 Resident Survey were provided in an information report presented to Regional Council on November 22, 2022.

The 2023/24 budget process also seeks to solicit public comment by inviting members of the public to provide feedback prior to each business unit budget and business plan presentation.

ENVIRONMENTAL IMPLICATIONS

No environmental implications were identified.

ALTERNATIVES

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 prepare the Budget and Business Plan for inclusion in the proposed 2023/24 HRM Budget and Business Plan documents.

Budget Committee could also choose to add an item to the BAL through the following motion(s):

1. That the Budget Committee include a reduction of $50,000 for library collection funding as outlined the Briefing Note BN016 within the proposed 2023/24 Halifax Public Libraries proposed budget to the Budget Adjustment List as an expense under budget option for consideration.

2. That the Budget Committee include an increase of $300,000 for library collection funding as outlined the Briefing Note BN016 within the proposed 2023/24 Halifax Public Libraries proposed budget to the Budget Adjustment List as an expense over budget option for consideration.

ATTACHMENTS

Attachment 1 – 2023/24 Halifax Public Libraries Proposed Budget and Business Plan
Attachment 2 – 2023/24 Halifax Public Libraries Proposed Budget and Business Plan Presentation
Attachment 3 – Briefing Note (BN016) – Library Collection Funding

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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: Mairead Barry, Director, Strategy, Halifax Public Libraries, 902.490.5898

Financial Approval by: Jerry Blackwood, CFO, Executive Director of Finance & Asset Management,
                                            902.490.6308

Report Approved by: Asa Kachan, Chief Librarian & CEO, Halifax Public Libraries, 902.490.3991

HALIFAX PUBLIC LIBRARIES

2023/24 BUDGET AND BUSINESS PLAN

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

READING THE BUDGET AND BUSINESS PLAN

Council and Administrative Priorities are represented within the *Budget and Business Plan* using the legend below. Strategic initiatives and deliverables supporting HalifACT are denoted. Estimated Completion (EST) applies to deliverables carried over from previous business plans and is the estimated date of completion. Target (T) applies to new deliverables and is the original target completion date. For more information on HalifACT initiatives visit: *https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/220121cow05i.pdf*

Council Priorities	
💲	Prosperous Economy
👥	Communities
🏢	Integrated Mobility
🌱	Environment

Administrative Priorities	
👥	Responsible Administration
👥	Our People
⭐	Service Excellence

HalifACT *Acting on Climate Together* — Strategic initiatives or deliverables supporting HalifACT

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, two 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 the municipality's Strategic Priorities Plan.

ORGANIZATION CHART
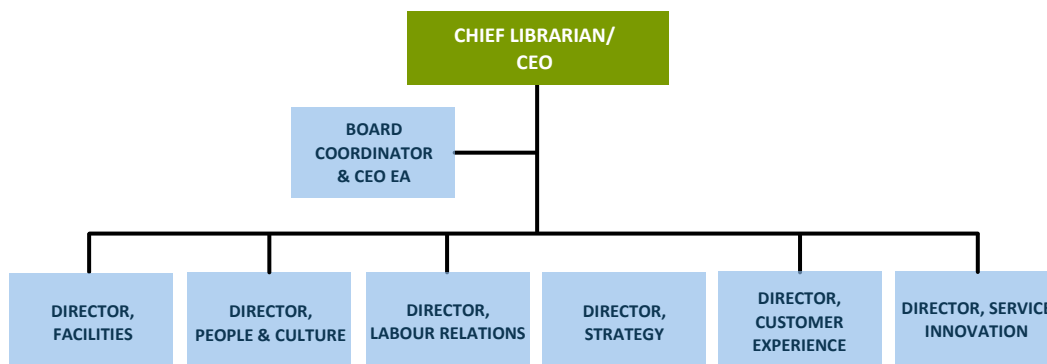
FULL TIME EQUIVALENT COUNTS

Includes all approved and funded full time equivalents (FTEs).

Full Time Equivalent (FTE) Change Details	
Approved 2022/23 FTEs:	329.0
Transferred Positions:	
	-
New Positions:	
	-
Capital Changes:	
	-
Total Changes	-
Total Budgeted 2023/24 FTEs	**329.0**

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

STRATEGIC INITIATIVES

Initiative	Description	Priority & Outcome
Social and Economic Impact	The Library will continue to implement an innovation-focused approach to ongoing service and program improvements, based on measured social and economic impact.	Inclusive Communities
Building Literacy	The Library will undertake initiatives to improve language literacy with a focus on youth and newcomers.	Involved Communities
Community Leadership	The Library will model excellence in community engagement, leveraging community partnership for public good.	Involved Communities
Civic Engagement	The Library will encourage and provide opportunities for people to contribute to their communities and engage with issues that are important to them.	Involved Communities

Initiative	Description	Priority & Outcome
Sustainable & Resilient Communities	The Library will work to help build sustainable and resilient communities.	Climate Resilience HalifACT Acting on Climate Together
Digital Inclusion	The Library will work to build digital inclusion and ensure that the public has access to the tools, resources, and information they need.	Inclusive Communities
Public Safety	The Library will demonstrate and champion approaches to public safety that prioritize accessibile public spaces and social inclusion, that build community, and respond to emergencies.	Safe Communities
Social Isolation	Understanding the negative health impacts of social isolation, the Library will build services and programs that engage community members with one another and reduce social isolation.	Inclusive Communities
Library Infrastructure	With major population growth and new neighborhood development within the municipality, the Library will identify locations for expansion of service.	Involved Communities

BUDGET

SERVICE AREA BUDGET OVERVIEW

Service Area	2021/22 Actual	2022/23 Budget	2022/23 Projections	2023/24 Budget	Δ 22/23 Budget	Δ %
Administrative Services	$ (2,771,503)	$ (2,536,050)	$ (2,536,050)	$ (2,642,800)	$ (106,750)	4.2
Information Tech/Collection Management	7,754,359	7,125,000	7,125,000	6,789,200	(335,800)	(4.7)
Branches/Public Services	18,466,684	19,311,050	19,311,050	18,766,600	(544,450)	(2.8)
English Language Learning/Literacy	-	-	-	324,000	324,000	-
Restricted Funds	(153,863)	-	-	-	-	-
Capital Transactions	(40,950)	-	-	-	-	-
Net Total	**$ 23,254,728**	**$ 23,900,000**	**$ 23,900,000**	**$ 23,237,000**	**$ (663,000)**	**(2.8)**

SUMMARY OF EXPENDITURE AND REVENUE

Expenditures	2021/22 Actual	2022/23 Budget	2022/23 Projections	2023/24 Budget	2023/24 Δ 22/23 Budget	Δ %
Compensation and Benefits	$ 19,149,970	$ 21,117,000	$ 21,117,000	$ 21,019,000	$ (98,000)	(0.5)
Office	650,771	712,000	712,000	702,000	(10,000)	(1.4)
External Services	1,236,439	1,235,300	1,235,300	1,325,700	90,400	7.3
Supplies	143,997	208,600	208,600	118,600	(90,000)	(43.1)
Materials	297	-	-	-	-	-
Building Costs	1,941,512	1,502,300	1,502,300	1,423,800	(78,500)	(5.2)
Equipment & Communications	307,279	481,500	481,500	346,500	(135,000)	(28.0)
Vehicle Expense	57	-	-	-	-	-
Other Goods & Services	5,469,094	4,496,800	4,496,800	4,228,900	(267,900)	(6.0)
Interdepartmental	17,761	33,200	33,200	33,200	-	-
Debt Service	-	-	-	-	-	-
Other Fiscal	692,678	(400)	(400)	(400)	-	-
Total Expenditures	**29,609,856**	**29,786,300**	**29,786,300**	**29,197,300**	**(589,000)**	**(2.0)**

Revenues	2021/22 Actual	2022/23 Budget	2022/23 Projections	2023/24 Budget	2023/24 Δ 22/23 Budget	Δ %
Transfers from other Gov'ts	$ (5,284,800)	$ (5,274,300)	$ (5,274,300)	$ (5,274,300)	$ -	-
Interest Revenue	-	-	-	-	-	-
Fee Revenues	(179,929)	(307,500)	(307,500)	(381,500)	(74,000)	24.1
Other Revenue	(890,400)	(304,500)	(304,500)	(304,500)	-	-
Total Revenues	**(6,355,128)**	**(5,886,300)**	**(5,886,300)**	**(5,960,300)**	**(74,000)**	**1.3**
Net Total	**$ 23,254,728**	**$ 23,900,000**	**$ 23,900,000**	**$ 23,237,000**	**$ (663,000)**	**(2.8)**

OPERATING – SUMMARY OF CHANGES

Change Description / Service Impact	Amount
Approved 2022/23 Budget	$ 23,900,000
Compensation Changes:	
Reduction in compensation and benefits	(98,000)
Revenue Adjustments:	
Parking Revenue	(30,000)
Facility Rental Revenue	(40,000)
Other Fee Revenue	(4,000)
Other Budget Adjustments:	
Reduction in office supplies	(10,000)
Increase in janitorial and snow removal contracts	90,400
Reduction in PPE and collection material supplies	(90,000)
Increase in natural gas expense	25,000
Reduction in other building maintenance	(103,500)
Other Budget Adjustments:	
Increase in annual facility lease agreement	33,700
Reduction in training and out of town travel	(51,600)
One time council approved programming for Covid recovery in 22/'23 budget	(250,000)
One time council approved rural community kiosk equipment in 22/'23 budget	(130,000)
Reduction of furniture and computer equipment	(5,000)
Total Proposed Changes	$ (663,000)
2023/24 Budget	**$ 23,237,000**

SERVICE AREA PLANS

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 Performance Measures

Performance Measures	2020/21 Actual [1]	2021/22 Actual [2]	2022/23 Projected [3]	2023/24 Projected
Total annual wireless connections	2,259,860	4,912,687	6,466,130	7,112,743
Total annual wireless connections per capita	5.03	10.67	13.45	14.80
Public use computer bookings	166,207	223,124	316,126	347,738
Annual non-electronic circulation [4]	1,763,622	2,504,088	2,726,950	2,726,950
Annual non-electronic circulation per capita	3.93	5.44	5.67	5.67
Annual electronic circulation [5]	1,491,648	1,524,883	1,409,805	1,409,805
Annual electronic circulation per capita	3.33	3.31	2.93	2.93
Size of collection per capita	1.85	1.81	1.77	1.70

Performance Measures	2020/21 Actual [1]	2021/22 Actual [2]	2022/23 Projected [3]	2023/24 Projected
Annual dollar amount spent on electronic library materials per capita	$2.97 [6]	$2.56	$2.40	$2.16
Materials expenditures per capita	$5.59 [6]	$6.08	$5.19	$4.68

Notes:	1)	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.
	2)	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.
	3)	Assuming no further in person closures for 2022/23.
	4)	Non-electronic circulation includes all print books, magazines, CDs, and DVDs.
	5)	Electronic Circulation includes e-books and e-magazines. It does not include streaming services.
	6)	Increase in materials spending with a focus on electronic materials to provide additional electronic resources during COVID-19.

Performance Measures Analysis

Over the last three years, the Library has experienced a 186% increase in the number of Wi-Fi connections. The Library invested in increasing the reach of the Library's Wi-Fi signals further into communities to provide improved access to the public to services and information they need. The exponential increase in the Library's Wi-Fi demonstrates the community need and the valuable service the Library provides.

Demand for the Library collection (both physical and digital) remains consistent; however, the Library is not able to meet the community's demand. The cost of physical materials has increased dramatically due to inflation at the rate of 5% and 8%. The cost of electronic materials has increased even further – up to three times higher than the physical resources. Small increases to the Collections budget have not bridged the gap between demand and service.

It is anticipated with the rate of inflation on Library materials and the increase in overall population, the Library collection will not meet the needs of the community.

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Technology to Support Service	The Library will identify and implement new technology that improves customer experience in and outside of library locations.	Involved Communities	T - Q4 2025/26

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	**Description**		
Expansion of Home Services	The Library will work to expand home service to those who cannot access Library locations.	Inclusive Communities	T - Q4 2025/26
Digital Literacy	The Library will build capacity in staff to offer public programming and individual support to community members to build confidence in using technology.	Involved Communities	T - Q4 2025/26
Tool Kits	Partnering with community organizations, the Library will build its collection of lendable kits that allow the public to test tools that support wellness, health, and accessibly.	Inclusive Communities	T - Q4 2024/25
Accessible Collections	The Library will invest in building accessible format collections.	Inclusive Communities	T - Q4 2025/26

ADMINISTRATIVE SERVICES

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

Services Delivered

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.

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.

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.

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	**Description**		
Accessible Website	The Library will enhance the user experience, focusing on accessibility of the Library website.	Inclusive Communities	T - Q4 2024/25
Community Growth	The Library will undertake an assessment of the impact of new neighbourhood development and population distribution on Library services and locations.	Involved Communities	T - Q4 2025/26
Indigenous Spaces	Through partnerships with Indigenous community members, the Library will work to find ways to welcome and represent Indigenous communities into our physical spaces.	Inclusive Communities	T - Q4 2025/26
Community Safety	Working with the Library Community Navigators, the Library security team, and community, the Library will share and train all staff on the Library's approach to community safety in our branches.	Safe Communities	T - Q4 2024/25
Improving Accessibility	Working with the Library Accessibility Committee and community, the Library will continue to make improvements to physical spaces and services to improve accessibility to individuals who experience disabilities.	Inclusive Communities	T - Q4 2023/24

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	**Description**		
Halifax North Memorial Public Library	Working with community, the Library will identify requirements and develop building plans for the redevelopment of Halifax North Memorial Public Library.	Inclusive Communities	EST - Q4 2023/24
Keshen Goodman Renovations	The Library will renovate the interior and add additional space to improve library service to this growing community.	Inclusive Communities	EST - Q3 2023/24
Halifax North Memorial Library Public Consultation	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.	Community Focused	EST - Q3 2023/24

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 14 branches, two community offices, 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 Performance Measures

Performance Measures	2020/21 Actual [1]	2021/22 Actual [2]	2022/23 Projected [3]	2023/24 Projected
Annual Library uses [4]	11,337,594	15,922,511	18,650,660	19,583,193
Annual Library uses per capita	25.3	34.6	38.8	40.7
Annual Library visits	1,012,677	1,521,302	2,294,472	2,523,919
Annual Library visits per capita	2.25	3.31	4.77	5.25
Home delivery / borrow by mail circulation [5]	40,877 [6]	65,441	69,818	73,308
Meeting room bookings	3,992	5,887	9,263	9,726
Volunteer hours	20,269	25,497	24,061	24,061
Hours of in person Library service [7]	20,683	30,584	42,749	42,749

Notes:
1) Includes in person public access closure from April – June 30 and November 25 – December 21. Also includes reduced capacity and programming adjustments to help stop the spread of COVID-19.
2) 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.
3) Assuming no further in person closures for 2022/23.
4) 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.
5) Home Delivery/Borrow by Mail Circulation are a subset of the physical collection circulation that are delivered or mailed to community members.
6) Suspension of delivery service to long term care facilities during COVID-19.
7) Total hours of open hours to the public does not include curbside service.

Performance Measures Analysis

Over the last year, the Library has dedicated energy to support the recovery from COVID-19. The Library continues to partner with Public Health to provide community-based services including the distribution of COVID-19 test kits, hosting vaccination clinics, and providing access to important health information.

In addition, the Library focused on providing opportunities for community to connect and rebuild social connections. Programs with a focus on early childhood literacy and bridging the educational gap that developed due to at home learning were offered across library branches.

Community demand for Library services continues to grow with a 17% increase in overall library uses and an increase of 50% in library visits. Inequalities in our communities have become more pronounced and the Library is working to provide access and services that help to bridge these growing divides. Free access to library spaces, programs, technology, and services continues to be an essential service to many in our communities.

The Library was able to increase open hours as restrictions due to COVID-19 were removed and with additional Council funding additional hours of service were added to three rural branches (JD Shatford Memorial Library, Musquodoboit Harbour Library, and Sheet Harbour Library).

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

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	**Description**		
Building Connections	To support mental health and wellness, the Library will provide opportunities for community to gather and build connections.	Involved Communities	T - Q4 2024/25
Affordability	The Library will work to build programming and supports that help community members navigate increasing costs.	Inclusive Communities	T - Q4 2025/26
Library Access	The Library will work to provide options for residents to access library services outside of normal branch hours.	Involved Communities	T - Q4 2025/26
Emergency Preparedness	The Library will build capacity to support the public in times of emergency, climate change preparedness, and post-disaster recovery.	Climate Resilience HalifACT	T - Q4 2025/26

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	**Description**		
Residential Retrofit Information	The Library will partner to provide information and resources to residents about options for energy efficiency and residential retrofits to reduce energy consumption.	Climate Resilience	T - Q4 2024/25
Food Security	Working with community partners, the Library will provide information and resources to the public on how to access food in communities experiencing significant food insecurity.	Inclusive Communities	T - Q4 2025/26
Food Literacy	The Library will identify specific communities and groups to work with to build food literacy skills.	Inclusive Communities	T - Q4 2025/26
Newcomer Services	Working with community partners, the Library will work to build programs, services and staff capacity to address the specific needs of newcomers	Inclusive Communities	T - Q4 2025/26
Local & Family History Collections	Working with community members, the Library will make available new digital collections that focus on the African Nova Scotian community.	Inclusive Communities	T - Q4 2025/26
Community Health	Working with health care partners, the Library will continue to work to support public health initiatives to keep our community safe.	Safe Communities	T - Q4 2023/24
Supporting Businesses	The Library offers programs and services that provide significant economic value to the local business community. The Library will continue to work with local business organizations to provide information on the available services and their value.	Involved Communities	T - Q4 2023/24

REVISED

HALIFAX PUBLIC LIBRARIES

2023/24 Budget & Business Plan
Committee of the Whole on Budget
February 10, 2023

MISSION

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

SERVICE AREAS

Access Services

Provides the infrastructure of materials and technology to facilitate the delivery of library services 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.

Administrative Services

Provides Halifax Public Libraries' 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.

Public Services

Provides excellent public library service to residents of the municipality via 14 branches and a range of outreach activities, including pop-up libraries in areas not near branches and other community engagement activities.

ABOUT US

ANNUAL LIBRARY USES

18M

HOURS OF SERVICE

42K

COMPUTER BOOKINGS

316K

NUMBER OF BRANCHES

14

WI-FI CONNECTIONS

6.4M

QUESTIONS ANSWERED

573K

NEW LIBRARY CARD HOLDERS

24K

NUMBER OF ITEMS BORROWED

4.1M

WEBSITE VISITS

2.5M

All values above are 2022/23 Projected Statistics

SUCCESSES

93%

Rating of overall satisfaction
with public libraries[1]

Highest satisfaction rate of all municipal services.

[1] 2022 Municipal Services Survey

CURRENT & PLANNED INITIATIVES

Revised

COMMUNITIES

INVOLVED COMMUNITIES

2022/23

- The Halifax Public Libraries (the Library) increased opening hours at JD Shatford Memorial Library, Musquodoboit Harbour Library, and Sheet Harbour Library.

- To encourage social interaction, the Library offers free access to performances, exhibits and learning that foster community connections

- 4 Artist and Innovator residencies offered programming and engagement opportunities for community members

- Play Facilitators introduced to four libraries to encourage play-based learning and social interaction for children

CURRENT & PLANNED INITIATIVES

Revised

COMMUNITIES
INVOLVED COMMUNITIES

2023/24

- We offer public programming and individual support to community members to build confidence in using technology.

- Assess the impact of community growth on Library services

- Undertake initiatives to improve language literacy with a focus on youth and newcomers

CURRENT & PLANNED INITIATIVES

COMMUNITIES
SAFE COMMUNITIES

As a welcoming and respected public space in the community, the Library plays a key role in providing social infrastructure and improving public safety.

2022/23

- Working with the municipality, the Library created a new, larger, and welcoming community space at the entrance of Alderney Gate

- Improvements were made to the back plaza of Halifax Central Library to improve safety and encourage public use of the space

CURRENT & PLANNED INITIATIVES

COMMUNITIES
SAFE COMMUNITIES

2022/2023

- Reallocated a position to create a new Community Navigator role, focusing on working with the Captain William Spry and Keshen Goodman library branches

2023/24

- Demonstrate and champion public safety approaches that prioritize safety and social inclusion, build community, and respond to emergencies and community needs

CURRENT & PLANNED INITIATIVES

Revised

COMMUNITIES

INCLUSIVE COMMUNITIES

2022/23

- Added Wi-Fi locations in communities

- Improved access to technology by implementing self-service technology lending

- Working with community, the Library has digitized local history resources and files that document the African Nova Scotian experience in Halifax

- Hosted community conversations on issues of importance to community members

CURRENT & PLANNED INITIATIVES

COMMUNITIES
INCLUSIVE COMMUNITIES

2023/24

- Additional investment in the Library's website to improve accessibility

- Build programs and services that help the public navigate the increased cost of living

- Investing in accessible format collections

CURRENT & PLANNED INITIATIVES

![HalifACT - Acting on Climate Together]

CAPACITY BUILDING FOR CLIMATE ADAPTATION (ENVIRONMENT - CLIMATE RESILIENCE)

- Preparedness – Halifax Public Libraries has focused on building internal capacity to respond to community post disaster or emergency

- Working with community partners, build resources and support to encourage the public to be prepared for and respond to climate emergencies

Eastern Shore Cooperator
20 October 2022 ·

Many thanks from everyone to the great staff at the MH Library. Once again they were the only place around with electricity and a solid Internet connection. And for all the Nova Scotia Power refugees crowding every work space and wall socket in the place, they had tasty ham or turkey sandwiches, cookies, and tea and coffee.

And a special thanks from the Cooperator. We're supposed to go to the printers tonight, and without the library, we would have missed the deadline. We are very lucky to have such a great institution and such great staff in our midst.

CURRENT & PLANNED INITIATIVES

RETROFIT MUNICIPAL BUILDINGS TO BE NET ZERO READY AND CLIMATE RESILIENT (ENVIRONMENT – NET ZERO)

- Working with municipal Environment & Climate Change teams to identify retrofit opportunities in Halifax Public Libraries spaces.
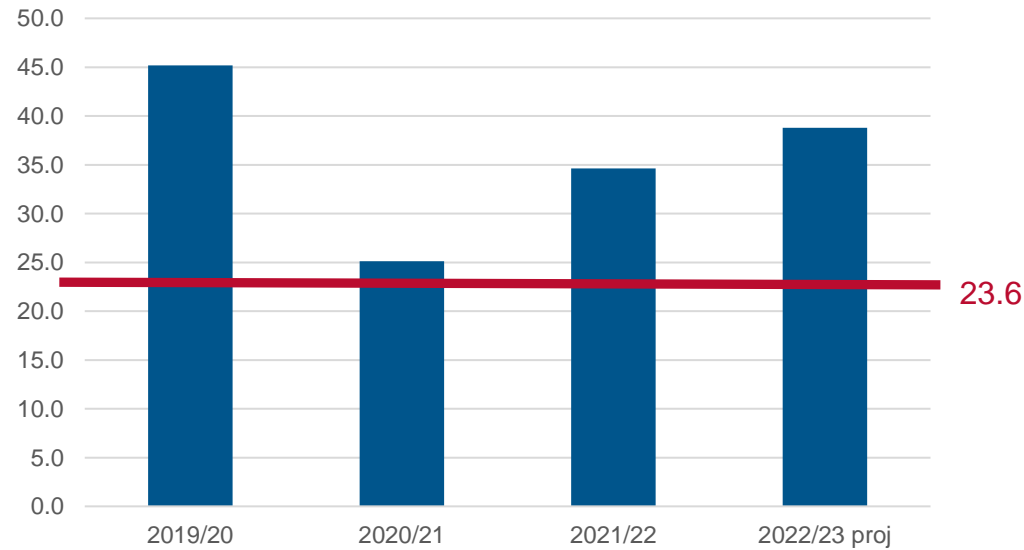
Tim Bousquet ✓
@Tim_Bousquet

~1,000 people had the same idea as me, and are now charging their devices at the Central Library. Every outlet is being used, and staff have helpfully opened up the hall with extra tables and extension cords. Still people are sitting on the floors, etc, everywhere.
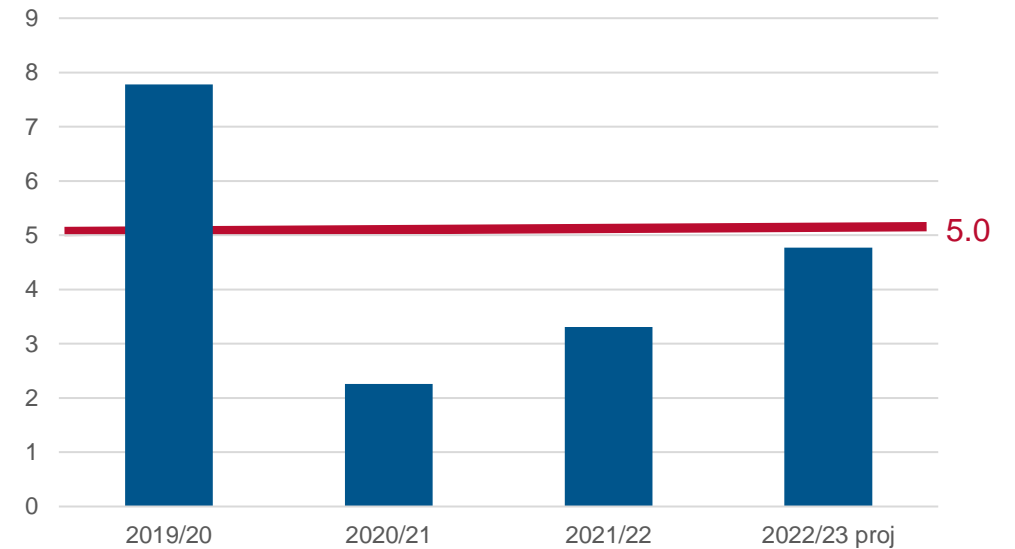
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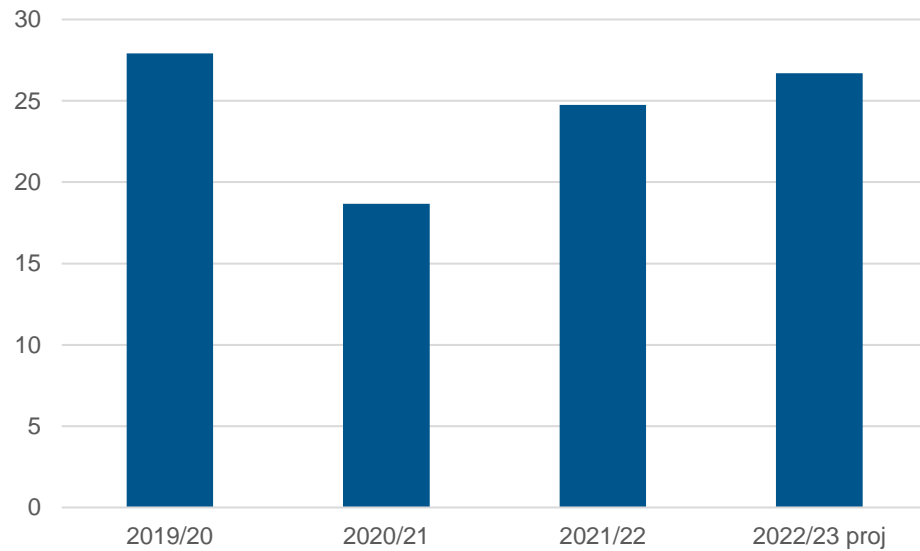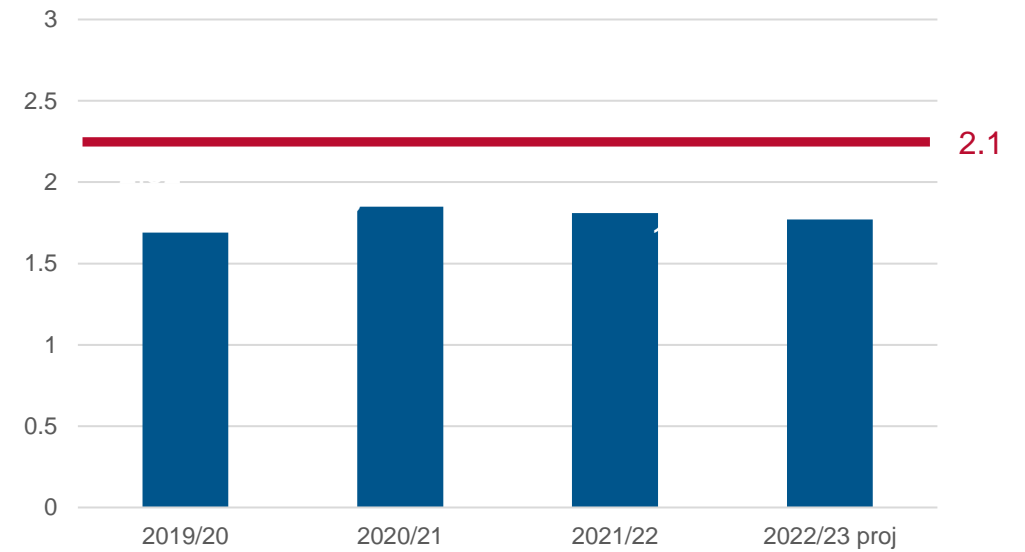
OPERATING BUDGET

STAFF COUNTS

Full Time Equivalent (FTE) Change Details	
Approved 2022/23 FTEs:	329.0
Transferred Positions:	
	-
New Positions:	
	-
Capital Changes:	
	-
Total Changes	-
Total Budgeted 2023/24 FTEs	**329.0**

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 2022/23 Budget	$ 23,900,000
Compensation Changes:	
Reduction in compensation and benefits	(98,000)
Revenue Adjustments:	
Parking Revenue	(30,000)
Facility Rental Revenue	(40,000)
Other Fee Revenue	(4,000)
Other Budget Adjustments:	
Reduction in office supplies	(10,000)
Increase in janitorial and snow removal contracts	90,400
Reduction in PPE and collection material supplies	(90,000)
Increase in natural gas expense	25,000
Reduction in other building maintenance	(103,500)
Other Budget Adjustments:	
Increase in annual facility lease agreement	33,700
Reduction in training and out-of-town travel	(51,600)
One-time, Council-approved programming for COVID recovery in 22/'23 budget	(250,000)
One-time, Council-approved rural community kiosk equipment in 22/'23 budget	(130,000)
Reduction of furniture and computer equipment	(5,000)
Total Proposed Changes	$ (663,000)
2023/24 Budget	**$ 23,237,000**

OPERATING BUDGET

OPTIONS OVER BUDGET

Over Description / Service Impact	Revenue / Expense	One-time / Ongoing	2023/24 Amount	2024/25 Amount
Additional funding for HPL collections	Expense	Ongoing	300,000	300,000
Total Increases			$ 300,000	$ 300,000

OPERATING BUDGET

OPTIONS UNDER BUDGET

Reduction Description / Service Impact	Revenue / Expense	One-time / Sustainable	2023/24 Amount	2024/25 Amount
Reduction in HPL collection funding	Expense	One-time	(50,000)	
Total Reductions			**$ (50,000)**	**$ -**

Budget Adjustment List Briefing Note

Library Collection Funding

COW Date: February 10, 2023   **Business Unit:** Halifax Public Libraries

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount (negative is savings/revenue)	2024/25 Amount (negative is savings/revenue)
BN016	Expense	($50,000) One-Time or $300,000 On-going	$300,000
Four Year Impact	2022/23 – ($50,000) or $300,000 2023/24 to 2025/26 – $900,000		
Adjustment Description	This Briefing Note outlines the cost and impact associated with increasing or reducing the Library Collection funding.		
Priority Alignment	Communities – Involved Communities		

Service Implications and/or impact on Priority

The number of holdings per capita measures the number of library materials compared to the population within the service area – in our case Halifax Regional Municipality. Holdings include books, e-books, DVDs, CDs, and audiobooks. Halifax Public Libraries' current holdings per capita is 1.77; the most recent Canadian median reported (from 2019) is 2.1.

The limited size, composition, and breadth of the library materials available to residents served by Halifax Public Libraries has been a concern for several years. The demand for e-books and e-audiobook loans has increased 95% over the past 5 years, and we foresee this demand continue to grow. E-books and audiobooks currently comprise 35% of all items loaned from the Library, up from 20% in 2019. This is a compounded challenge, as it is substantially more expensive to procure e-resources than traditional books.

Halifax residents use their public library significantly more than residents of other comparable cities in Canada. **This high level of use coupled with increased cost and reduced number of items, means the Library has not kept up with customer demand and is not meeting the national standard for a public library collection**. Furthermore, the population has grown in the municipality, placing the Library further behind, despite increased investment over the past several years. This has resulted in extensive wait times. The current average wait time on e-books is 65 days, and the wait time is significantly longer for popular titles. Currently there are more than 122,000 holds on electronic resources.

In addition, there has been significant inflation in the cost of Library materials over the last year. It is estimated that there is a 5% to 8% increase in cost of books. This further diminishes the Library's ability to meet customer demand.

In order to return to 1.81 holdings per capita (2021/22 level), which was already well below the national average, the Library would need to add an additional 19,223 titles to the collection. With the increased cost of items, that would require an additional $509,409.

If funding for the collection is increased by $300,000 ongoing it would partially offset the decline in purchasing power; however, the Library's ability to meet customer demand would continue to decline.

If the Library's collection funding were reduced by $50,000 it would mean a further reduction of approximately 1,800 titles, with the holdings per capita dropping further to 1.76 (not factoring in any further population growth). This will mean larger wait times for titles and reduced access for community members.

Current examples of popular item holds*:

Spare by Harry:

Physical Book	681 holds on 64 copies
Audio Book	998 holds on 6 copies
E-book	985 holds on 36 copies

A World of Curiosities by Louise Penny

Physical Book	289 holds on 55 copies
Audio Book	323 holds on 5 copies
E-book	500 holds on 34 copies

It Starts with Us by Colleen Hoover

Physical Book	185 holds on 43 copies
Audio Book	361 holds on 5 copies
E-book	514 holds on 30 copies

*Information as of January 20th. Number of holds and number of copies fluctuate as the Library responds to demand by purchasing additional copies as the budget allows.