

Halifax Public Libraries

Business Plan - 2011/12

Vision: *Halifax Public Libraries: Where we shape the future together...imagine the possibilities.*

Mission: *Connecting people, enriching communities, inspiring discovery.*

The Library's mission supports Halifax Regional Municipality's Community Outcome Areas of Diverse Recreation, Leisure and Cultural Opportunities, Well Planned and Engaged Communities and Safe and Welcoming Communities, Council Focus Areas of Community Planning and Infrastructure, and is also aligned with the EMT Priorities of Excellence in Service Delivery and Employer of Choice.

Business Unit Overview:

The Halifax Public Libraries provides public library service to the residents of HRM under the direction of the Halifax Regional Library Board in alignment with the strategic vision and mission through its network of branches, mobile library, website, books by mail and home delivery services. These services are organized and provided under the direction of the following:

Director: Judith Hare, CEO BA (Hons), MLS	Responsible for providing vision, leadership and direction to the Library system and is the Secretary to the Halifax Regional Library Board. Oversees Senior Management and the Communications and Marketing Department.
Public Services Susan McLean BA (Hons), MLS	Responsible for the development of region-wide service including: information, youth, diversity, literacy, English Language Learning (ELL), older adults and reader's services, as well as community development initiatives. Also responsible for the three resource libraries: Alderney Gate, Keshen Goodman and Spring Garden Road Public Libraries.
Branch Services Vacant	Responsible for the delivery of library service from all outlets including branches, mobile library, Books by Mail and Home Delivery service.
Corporate Research & Development Paula Saulnier BA, BEd, MLIS	Responsible for statistical and demographic trend analysis for Halifax Public Libraries, for process design and implementation, project management and related organizational development facilitation.
Finance & Facilities Shawn West BA, BComm, MBA, CMA	Responsible for financial planning and reporting, management of annual budgets, revenues and expenditures and procurement. Responsible for facilities, vehicles and asset management.

Information Technology and Collection Management Bruce Gorman BSc, MSc, ISP	Includes Collection Development, Collection Access, Information Technology and the Library's website. Responsible for ordering and receiving all materials for the Library's collection and making them accessible through the Library's catalogue and available to the public at library outlets. Responsible for the implementation and support of computer hardware and software and new technology throughout the Library system.
Human Resources Cathy Maddigan B. Comm, CHRP	Responsible for recruitment, employee and labour relations, collective bargaining, payroll, health and safety, training and development, employee assistance program, pension and group benefits etc. for all divisions and departments.
Summary of Business Unit Structure Changes:	N/A

Core Operations and Services provided:

- The Halifax Public Libraries system is comprised of:
 - 14 branch libraries
 - a mobile library that brings library service to communities outside the service area of a branch
 - home delivery and books by mail services for those unable to visit the Library due to disability, long-term illness or distance to nearest branch
 - a website (halifaxpubliclibraries.ca)
- In 2010-11 there were over 2,350,336 *in-person visits* and 1,353,316 *website visits*. There is an increase with in-person visits despite closures at the Woodlawn branch in preparation for the move to its current location and at Alderney Gate for renovations. Website visits experienced a 5.6% increase over the previous year. (2009/10: 2,251,504 in-person; 1,283,877 website; 2008/09: 2,372,967 in-person, 1,202,072 website).
- Over 165,000 active *registered borrowers*, which represents nearly 45% of the population of HRM.
- 1,073,752 *items in the collection*, including books, CDs, DVDs, videos, newspapers, magazines and downloadable books, movies and music, with a *circulation* of nearly 5 million items in 2010-11. This level of circulation equates to over 13 items borrowed per capita. (2009/10: 4,746,499; 2008/09: 4,826,701). Halifax Public Libraries ranks above the national average of 10.67 items borrowed per capita (2009-10 Canadian Urban Libraries Council statistics).
- *Discover*, the newly launched Google-like search tool provides HRM residents with one place to search the Library's catalogue, databases and community resources. The *online catalogue* was used to search the Library's extensive collection, place items on hold and check accounts from anywhere with Internet access nearly 1.3 million times, or nearly 3.5 times per capita.

- The Library offers *programming* that enhances opportunities for life long learning and community discussion, delivered largely in *partnership* with some 300 community groups.
- This year 5,117 programs were offered for children, teenagers and adults with 117,061 people attending. These programs ranged from baby & tot story times to reading support, to family and senior drop-ins, school visits, teen activities and homework help, computer training, information and cultural programs, book clubs and heritage events. (2009/10: 4,614 programs with 108,464 attendees; 2008/09: 4,706 programs with 111,018 attendees)
- Literacy and English Language Learning tutoring and programs.
- Nearly 325 public access computers; and 5 learning labs. The Library's computers saw nearly 250,000 hours of use by 547,422 HRM residents during 2010-11. A computer reservation system to book a computer on-line or via an automated phone system supports the public access computer service.
- The increasingly popular *Wireless Internet access* service is offered at all branches. Over 70,000 connections were made to the service during 2010-11.
- Meeting rooms available for public use at most branches.

Funded Full Time Equivalents (FTEs):

	2009/10 (Approved)	2010/11 (Approved)	2011/12 (Approved)
Funded FTEs (includes full and part-time permanent positions)	278.9 *	290.75 **	290.75

* Includes additional part-time hours at several branches across the region and 1 FTE for partial year at Woodlawn Public Library.

** Additional staff approved for expanded Woodlawn Public Library.

Key Challenges and Opportunities

The following challenges and opportunities will have an impact on the Business Unit over the next 5 years.

Challenges and Opportunities with Community-wide Impact:

Opportunities:

- **Central Library Project:** Funding commitments from both the Federal and Provincial levels provide \$31 million in support of the Central Library; Municipal and Library Board funding provides the balance required for completion. The extensive public consultation program launched in 2010/2011, built on the Building Program developed by HOK through consultations in 2008 and HRM by Design urban design principles. The public consultations made it clear that the community strongly supports the Central Library vision and the role of the Library as a cultural hub, community meeting place and resource for culture and learning. The Central Library speaks to quality of life initiatives, the revitalization of the downtown and economic prosperity with the power to draw families and individuals into the centre core. The Central Library provides an opportunity to create a focal point, sparking other initiatives and is a tangible demonstration of civic pride and confidence for both the municipality and the province.
- **Civic Engagement:** The Central Library project provides opportunity for meaningful civic engagement. The public dialogue begun during the Public Lands Plan consultations continued through the development of the Central Library Building Program provided extensive opportunities for public engagement. It has been a model for civic engagement in the building design phase. The result is a design concept that has generated intense public interest, support and excitement. The Library also continues to engage the community through new partnership initiatives at branches throughout the municipality and through its Community-Led service development.
- **Public Image:** The Halifax Public Libraries is a highly respected and valued service provider. The Library's public image and reputation for Community-Led development and programming has been carefully fostered. Public response and use of the service indicates that the right things are being done. The Central Library project provides the opportunity to further enhance the image of the Library and HRM on the national and international stage as a leader in innovation, culture, learning and sustainable development. The new Woodlawn Public Library completed in 2009-10 makes the Halifax Public Libraries a showcase for modern technology; from large screen TVs, to an information portal, to portable computer labs, to gaming and media centers, the community is exposed to the latest in technology. The Woodlawn Library also features a 100 seat auditorium for programming and community events.
- **Support to Corporate Initiatives (Immigration Strategy, Economic Strategy, Cultural Plan, and Community Development):** The Library has the expertise and organizational

will to assist HRM in advancing corporate policy. The Library, with a network of community branches, can play a key role in service delivery. Libraries are experienced in providing a welcoming environment for people of diverse backgrounds, assisting in the integration of new residents into Canadian society and fostering cultural understanding. Cultural programs, performance venues and life-long learning opportunities support the cultural plan. Online access to community resources and cultural events, through archived web and podcasts, expand the availability of these events to those who cannot attend them in person. Libraries further economic development, serving as anchors generating foot traffic to support surrounding commercial development and supporting the image of the community as vibrant and engaged. Staff provides training, and the library provides online access to small business resources off-site, expanding the availability of resources to partners to make full use of Corporate Initiative resources beyond library hours and outside the walls of the library buildings. Halifax Public Libraries work collaboratively with communities to support and develop community strengths and initiatives.

- **Community Development:** The Library is exploring a range of opportunities to engage the public in service development and delivery. Asset mapping is assisting in understanding the needs of immigrant and First Nations communities. Information gathered from this process will be used to define the best role for the library in meeting the needs of communities. Community-Led service development engages communities in development and delivery of library services resulting in more targeted service and strengthened community partnerships. The Library is also increasingly viewed as a place for meeting and connecting with others. Programs and facilities are being designed to maximize these opportunities and build strong communities. The Library works with over 300 partners and supports partnered grants in a range of community development initiatives.
- **Technology:** In a global information society, libraries bridge the digital divide and foster modern learning. Library C@P sites, public access computers, assistive technology, mobile technology, information technology learning centres, gaming and media centres, wireless access and staff expertise help individuals connect and learn the skills needed to use and integrate technology in daily life. Online learning and distance education are the new learning paradigms. Through modern tools such as interactive whiteboards, podcasting, and Skype the library is poised to be a facilitator of this new education delivery system. Open source software continues to gain acceptance and support. Libraries have often been tethered to expensive commercial software solutions. Open Source solutions are now deployed and functioning in libraries all over the world. The library is and will continue to benefit from open source solutions that allow both control of destiny and costs.

Inventory management including Automated Material Handling solutions are maturing into complete solutions. From Radio Frequency Identification (RFID) tags on library material, to self check out and check in, to enhanced security, reduced costs, and a better user experience, inventory management will revolutionise the library.

The new library is online. Society now demands service availability where they want it, when they want it. From intelligent catalogue search, to social media, to mobile access, to fine and fee payment, the 24 hour online library is having an important impact, one that continues to

explode. Tools like Facebook and Twitter are as commonplace as smart phones. The library continues to use these tools throughout its service delivery models and programs. An example of the library expertise and involvement was in hosting the third annual Podcamp Halifax which built on the success of the previous two. A Podcamp is an open community gathering for new and social media enthusiasts and professionals including bloggers, podcasters, social networkers, and anyone curious about new media to share and learn.

- **New Partnerships:** As a trusted and valuable community partner, the Library continues to seek out partners throughout HRM to provide innovative programming that builds interest and commitment to the rich culture and learning opportunities of our increasingly diverse community. The Library also continually seeks out partners to develop and strengthen service delivery to the diverse communities of HRM.
- **Collections:** With the continuing acceptance and explosion of online digital media lending, and the remarkable growth of e-book readers the library is on the forefront of unique change. As public interest and demand continues to grow the library will grow with it. Online collections continue to expand and add to the user experience.

Intelligent Google-like searching will further unleash the potential of the collection and provide a more rewarding and engaging experience. Users are demanding this, the library is on the forefront.

Challenges:

- **Infrastructure Gap / Deteriorating Infrastructure:** The Library Master Facilities Plan provides the blueprint for short and long term development. The Plan now needs to be updated to review and address the needs of growing communities. Development of this plan ensures that the Library is aligning its capital projects to meet the priority needs of HRM residents.

Library service is delivered through 14 facilities, many that are leased, that vary in quality and condition. Through the Facilities Review and Inventory, prepared in conjunction with HRM Infrastructure & Asset Management (IAM), deficiencies and repair needs were identified. A continuous improvement and refurbishment program continues to be needed to address aging infrastructure and provide the public with attractive, healthy spaces. The gap in funding for re-capitalization of existing buildings has been calculated at \$350,000 per year.

- **Service Demand:** The Library cannot respond to ongoing petitions for more hours of service at existing locations and requests for system expansion and new services. During the last 5 years, circulation has increased by 6.2%, requests to hold materials for specific borrowers by 18%, program attendance by 12.5% and overall transaction volume by 18%. The resource base of staff, collections and technology has generally not kept pace. This stress on the system results in longer turnaround times for public access, generates backlogs and pressure on materials handling systems.

- **Rural Service:** The Library continues to experience consistent demand for increased open hours in its rural branches, as well as requests for additional branch locations. It is an ongoing challenge to provide full service in all areas of HRM. With the elimination of funding in 2012-13 to support the Mobile Library service, the rural and suburban communities now receiving this service are being transitioned to alternative service delivery mechanisms in 2011-12.
- **Demographics:** Population growth and change have a direct impact on the Library. The oldest baby boomers turned 50 in 1996-97. A boomer turns 50 every 7.5 seconds and became the majority of the 50-74 Canadian age group in 2005. The largest percentage growth in HRM population noted in the 2006 Census is the 50-64 age group (+19.46%). Baby boomers are „book“ people and fuel the demand for traditional service. Boomers continue to dominate government and private sector organizations and their needs and interests in good measure determine service. In HRM, the largest decrease in growth in the adult population continues to be shown in the 20-34 age bracket, experiencing a 26.35% decrease since 1991; nevertheless, this group is the second largest percentage of the population at 22.45%. Children and young adults, 0-19, make up 22.73% of HRM’s population; this segment of the population has continued to decrease in percentage size since the 1991 census. Addressing the needs of this target group is essential in keeping and attracting a younger demographic to the area while balancing the needs of an older, aging population.

HRM is also supporting an increasingly diverse community. Diversity is reflected in many ways including: culture, income, geography, age, and education. The Library is aware that its service response needs to reflect this diversity and is incorporating community development approaches in addressing the need for service change and in working effectively with its partners.

- **A demand for community connections:** Residents are increasingly looking to the Library to provide locations and opportunities to connect with others. They want to connect in our branches, in programs and online through social networking. The Library has to consistently review its service delivery to ensure that these opportunities are maximized in all new and redesigned service options. This requires staff time to work with the community and design services, training budgets to allow staff to build capacity, as well as, funding for capital renovations. Innovation also impacts buildings as public demand increases for quality public spaces to access technology, meet with community members, or take part in life long learning opportunities. New branches and renovated branches have experienced increased use and positive response from their communities.
- **Innovation:** Continuous improvement and innovation is increasingly challenging without the “seed money” required.

The Library continues to face pressure to provide innovative, timely services to an increasingly tech savvy community. Ever-expanding technologies such as wireless, the digital explosion, Google, e-learning, e-books, downloadable audio books and movies,

gaming and self service options are raising the bar as patrons expect fast, sophisticated solutions. However, reductions to the technology budget over the last 2 years have created a challenging environment for computer renewal.

- **Collections:** Halifax Public Libraries compares negatively to other Canadian Libraries of similar size in terms of per capita expenditure on library materials - the current survey by the Canadian Urban Libraries Council reveals that on a per capita basis, Halifax continues to fall below the national average.

Serious deficiencies in the collection will result in a range of service impacts including fewer materials and an aging collection available to the public, limited ability to provide a diverse collection, increased waiting lists and wait times, and the inability to meet requests for purchase.

Challenges with Service Delivery / Business Unit Impact

Challenges:

- **Budget Planning Framework:** The Library cannot meaningfully develop strategic plans in an atmosphere of funding uncertainty. The Province has not implemented the recommended provincial funding formula which would increase dollars based on per capita funding. In this financial environment, it is challenging to advance service.
- **Succession Planning / Training and Development:** A reduction in 2011-12 to funding for staff training and development and succession planning places a further burden on an already inadequate budget to ensure skill development and preparation of employees to take on more senior responsibilities or key roles within the Library. In 2009/10 an 18-month leadership program for librarians and managers was self-funded through 2011. Continuing this program or other similar initiatives will be dependant on the Library's ability to self-fund amongst other competing needs requiring training dollars in 2011/12.

While succession planning is a corporate priority, the Library is making little progress in this important area. Many organizations have identified succession planning as a key tactic to address the impending labour shortages. The Library requires more than just having enough bodies to fill future vacancies. The challenge is to find a way to transfer the knowledge and talent to the succeeding generation of workers. In order for a comprehensive Talent Management Program to be implemented, regular training and professional development opportunities must be available, encouraged and funded. Innovation is an ongoing part of service delivery; if the Library is to continue to be innovative implementing programs and services effectively through its staff, an investment in training and effective change management for staff, at all levels, is crucial. This investment in training also serves as an investment in staff recruitment and retention as staff and potential recruits are placing increasing value on a workplace that fosters learning, growth and professional development.

- **Grants and Partnerships:** The Library has missed significant grant funding opportunities, employment and internship opportunities and other programs where matching funding is required.

Business Unit Goals

The Strategic Plan goals for Halifax Public Libraries, in alignment with the HRM Corporate Plan, are:

- Goal 1: Improve Library Organizational Capacity: staff exemplify the Library's vision, mission and values.
- Goal 2: Service is delivered in high quality, well designed and attractive facilities strategically located throughout the Municipality in alignment with the Library Facilities Master Plan and the HRM Regional Plan.
- Goal 3: The Central Library reflects and engages the Municipality's imagination and aspirations.
- Goal 4: A community-centered library system that fosters social understanding and cooperation among the diverse communities of the Municipality.
- Goal 5: To lead creative initiatives that connect, enrich and inspire discovery.
- Goal 6: Demonstrate accountability and stewardship to ensure sustainability while building our capacity.
- Goal 7: Develop and sustain aligned relationships and meaningful partnerships based on open communication and motivated participants.

Goal 1: Improve Library Organizational Capacity: Staff Exemplify the Library's Vision, Mission and Values

Corporate Strategy Linkage:

Community Outcome Area: Safe, Inclusive and Welcoming Communities

Administrative Priorities: Organizational Capacity

Description:

This goal is in support the Administrative Outcome of Improved Organizational Capacity, which seeks to ensure that the Halifax Regional Library is an organization where employees experience a supportive, respectful workplace that offers challenging, interesting work and where their contributions are appreciated, recognized, and fairly rewarded. As a result, HRL will continue to attract and retain employees who deliver high-quality services to meet the needs of its citizens.

To successfully achieve the Library's goals, staff need to embrace and model our core values that support our vision and mission. As a result, our recruitment and selection program must be designed to attract and retain staff who share these core values. Professional development opportunities and succession planning will support long term growth and the retention of critical knowledge within the Library through alignment with our goals. Further, a staff rewards and

recognition program will be designed that celebrates the success and achievements of those individuals who exemplify our mission, vision and values.

Goal 1: Improve Library Organizational Capacity: Staff Exemplify the Library’s Vision, Mission and Values	
Objectives for 2011/2012:	
LIB 1.1	Negotiate collective agreement with NSUPE, Local 14.
LIB 1.2	Attract, develop and retain a diverse, quality workforce.
LIB 1.3	Revise Behavioural Interviewing program and training materials.
LIB 1.4	Train all managers and supervisors in behavioural interviewing.
LIB 1.5	Conduct a staff employment equity survey.
LIB 1.6	Create transitional plans and long-term development plans for key positions and identified knowledge gaps determined as part of succession planning process phase I, 2010-11.
LIB 1.7	Establish recognition committee to develop Library-wide programs linked to Mission, Vision and Values.
LIB 1.8	Facilitate role clarification sessions for re-organized departments and teams.
LIB 1.9	Develop and Implement 2 public services training modules.

Goal 2: The Library Facilities Master Plan supports Service delivery throughout the Municipality to meet the needs of the community in high quality, well designed and attractive facilities.

Corporate Strategy Linkage:

Community Outcome Area: Well-Planned and Engaged Communities
Diverse Lifestyle Opportunities

Council Focus Area: Infrastructure

Administrative Priorities: Excellence in Service Delivery,
Practicing Fiscal Responsibility

Description:

Inherent to providing good library service is the need for welcoming, attractive, safe and efficient facilities. In 2004 the Library’s Needs Assessment & Master Facilities Plan was accepted by HRM Council. Work continues in addressing the priorities it identified.

Ongoing refurbishing of branches is required to protect the asset and ensure facilities remain in good repair. Proceeding with these projects is crucial to building capacity and strengthening the

Library's system of branches to meet the library service needs of HRM residents. Improvements to the Sackville Library are underway.

A review of the Facilities Master Plan at this time is appropriate to ensure optimizing existing resources and effectively planning for new resources. Effective management of ongoing maintenance issues and plans to address future maintenance and renovation needs ensure efficient use of facilities and reflects asset management.

Goal 2: Service is delivered in high quality, well designed and attractive facilities strategically located throughout the Municipality in alignment with the Library Facilities Master Plan	
Objectives for 2011/2012:	
LIB 2.1	Update the 2004 Library Master Facilities Plan
LIB 2.2	Develop criteria and mechanisms for managing requests for system expansion.
LIB 2.3	Develop priorities to manage ongoing facilities maintenance and projects.
LIB 2.4	Update facility inventory documentation to assist with priority decision making.
LIB 2.5	Invest in new and existing facilities, spaces and places to ensure their sustainability.
LIB 2.6	Replace carpets and refurbishments of the Sackville Public Library.
LIB 2.7	Develop and implement annual facilities „maintenance review and schedule“ for library properties and assets.

Goal 3: The Central Library reflects and engages the Municipality's imagination and aspirations.

Corporate Strategy Linkage:

Community Outcome Area: Diverse Lifestyle Opportunities
Well-Planned and Engaged Communities

Council Focus Areas: Infrastructure

Administrative Priorities: Excellence in Service Delivery

Description:

A landmark Central Library in Halifax's downtown core will serve as a state-of-the-art information gateway, an icon of civic pride and aspirations, and a catalyst for economic and cultural vitality. It will provide services to peninsula residents, function as the hub of library operations in support of the entire branch network and create an engaging visitor destination for downtown. With the financial strategy approved, the architects selected, and the first phase of an extensive public consultation brought to a successful close, the project has moved into detailed design development. In 2011/12, construction will be initiated following Design Review

Committee approval. The Library will continue to engage public participation and launch a Capital Campaign to run throughout the construction period.

Goal 3: The Central Library reflects and engages the Municipality’s imagination and aspirations	
Objectives for 2011/2012:	
LIB3.1	Complete Central Library interior design.
LIB 3.2	Launch the fundraising Capital Campaign for the Central Library.
LIB 3.3	Develop transition plans for service delivery for the Central Library and the community branch network.
LIB 3.4	Ensure effective community engagement and communication throughout the design development and construction phase.
LIB 3.5	Select public art for the new Central Library.

Goal 4: A community-centered library system that fosters social understanding and cooperation among the diverse communities of the Municipality.

Corporate Strategy Linkage:

Community Outcome Area: Safe, Inclusive, and Welcoming Communities
Well-Planned and Engaged Communities
Diverse Lifestyle Opportunities

Council Focus Areas: Community Planning

Administrative Priorities: Excellence in Service Delivery

Description:

It is important that the Library work closely with the community in order to ensure that services are aligned with community need and that we are effectively allocating resources. Involving and working closely with citizens and partners results in outcomes that strengthen communities. In the upcoming year the Library’s focus will be on diverse communities using various communication mechanisms to engage the community. The diversity of the communities throughout HRM is a unique strength honoured by the Library as it strives to provide relevant collections and services and present displays and programs for all ages reflective of this diverse heritage. Partnering with related community organizations to coordinate a variety of special events is integral to this aspect of the library’s service delivery.

Goal 4: A community-centered library system that fosters social understanding and cooperation among the diverse communities of the Municipality	
Objectives for 2011/2012:	
LIB 4.1	Create accessible environments and opportunities for diverse communities and organizations to connect, create and exchange ideas.
LIB 4.2	Investigate collection enhancements.
LIB 4.3	Implement phase II of the Service to Immigrants Plan.
LIB 4.4	Develop resources including publications and promotional materials using plain language and translations in French and Arabic.
LIB 4.5	Ensure strategies, facilities and programs are inclusive of diverse communities.
LIB 4.6	Develop “best practices” recommendations for Services to Older Adults with a focus for 2011/12 on Central Library.
LIB 4.7	Develop a Service to First Nations Communities Plan.
LIB 4.8	Develop a regional universal access plan in collaboration with community partners e.g. Nova Scotia Universal Library Access Committee for Person with Disabilities.
LIB 4.9	Explore new opportunities to engage youth.
LIB 4.10	Identify ways to engage teens in library service development and promotions
LIB 4.11	Encourage and support volunteerism.
LIB 4.12	Identify new opportunities for adult volunteers in the library system.
LIB 4.13	Partner with communities to implement efficient and effective service delivery models.
LIB 4.14	Leverage partnerships to improve community access to local history services.
LIB 4.15	Continue to develop, implement and integrate the community-led library services model.
LIB 4.16	Foster creative and diverse input in civic consultation processes.
LIB 4.17	Create and promote opportunities to build community pride and connections between communities.
LIB 4.18	Provide equitable access to a range of programs, services, and opportunities that support diverse lifestyles.

Goal 5: To lead creative initiatives that connect, enrich and inspire discovery.

Corporate Strategy Linkage:

Community Outcome Area: Diverse Lifestyle Opportunities

Council Focus Areas: Infrastructure

Administrative Priorities: Excellence in Service Delivery

Description:

The creative use of Library resources and service delivery options is essential in responding to individual and community needs and enhancing the library experience. By proactively managing assets, including our collections, people, programming and technology, the Library works to maximize its contribution to the community through innovative solutions.

Technology is enabling a new generation of online social interaction. As a virtual gathering place, the Library is at the forefront of this movement and will provide pathways for this new interaction. New technology solutions such as RFID contribute to effective service delivery and help manage collections transaction growth. The Library is working with other HRM departments represented in the ICT (Information, Technology, and Communication) Committee who are also interested in RFID asset tagging to reduce service implementation and delivery costs. At the same time, the Library continues to explore new and alternative ways to offer library services and programs to the residents of HRM.

Goal 5: To lead creative initiatives that connect, enrich and inspire discovery	
<i>Objectives for 2011/2012:</i>	
LIB 5.1	Identify and develop services in non-traditional ways and in non-traditional places to meet communities where they are.
LIB 5.2	Explore evolving technology for innovative services at Central Library.
LIB 5.3	Review Service Plans for technology.
LIB 5.4	Produce a website plan that enhances our ability to engage an ever growing segment of customers.
LIB 5.5	Ensure ongoing development and implementation of a responsive Readers' Services (RS) online presence in collaboration with Collection Access, Website Development and Communications and Marketing.
LIB 5.6	Refine service delivery models to provide central reference service to community branches, including local history, genealogy and small business service.
LIB 5.7	Develop and implement plans to transition communities receiving Mobile Library service to alternative service delivery mechanism.
LIB 5.8	Facilitate survey development/analysis and statistical analysis for library divisions to support the service delivery decisions.

LIB 5.9	Support neighbourhood and community based initiatives that allow citizens to be actively engaged in culture, leisure, learning, and recreation development.
LIB 5.10	Continue to develop service models that engage partners and learners.
LIB 5.11	Provide opportunities to engage in amateur and professional arts.
LIB 5.12	Identify priority culture, recreation, and leisure programs, services, and initiatives, and partner collaboratively to realize these.
LIB 5.13	Support the use of HRM's urban spaces in new and innovative ways to facilitate unique and interesting programming.

Goal 6: Demonstrate accountability and stewardship to ensure sustainability while building our capacity.

Corporate Strategy Linkage:

Community Outcome Area: Safe, Inclusive, and Welcoming Communities

Administrative Priorities: Fiscal Responsibility
Excellence in Service Delivery

Description:

In addition to facilities addressed in Goal 2, effective management of library resources includes the broad spectrum of collections, IT infrastructure and vehicles. The Library strives to employ cost effective, efficient and innovative methods to preserve, plan for and strengthen resources in support of library service delivery.

Goal 6: Demonstrate accountability and stewardship to ensure sustainability while building our capacity	
Objectives for 2011/2012:	
LIB 6.1	Effectively manage and safeguard library resources and plan for, maintain, and replace assets as necessary.
LIB 6.2	Review and revise library materials budget process and allocations.
LIB 6.3	Upgrade WiFi (expand footprint) for Spring Garden and Halifax North libraries.
LIB 6.4	Update PC remote management abilities to support Branch services.
LIB 6.5	Explore Aquabrowser enhancements
LIB 6.6	Review public computer booking system for efficiencies and improved service.
LIB 6.7	Ensure public assets and infrastructure are safe, multi-functional and inviting.
LIB 6.8	Carry out Radio Frequency Identification (RFID) opportunity assessment
LIB 6.9	Develop implementation plan for RFID
LIB 6.10	Develop implementation plan for (AMH) Automated Materials Handling system

Goal 7: Develop and sustain aligned relationships and meaningful partnerships based on open communication and motivated participants

Corporate Strategy Linkage:

Community Outcome Area: Well-Planned and Engaged Communities

Administrative Priorities: Excellence in Service Delivery

Description:

The Library is committed to working collaboratively with numerous partners in service delivery. Programs co-sponsored with community partners are delivered at all branches and consultation with related organizations help shape the direction of library programs and services to meet community needs.

Goal 7: Develop and sustain aligned relationships and meaningful partnerships based on open communication and motivated participants	
Objectives for 2011/2012:	
LIB 7.1	Review and implement results of pilot of shared access service with university, college and regional public libraries through the Libraries Nova Scotia consortium (BARA – Borrow Anywhere, Return Anywhere).
LIB 7.2	Form and support creative networks that enable the exchange of information and ideas.

Service Level Changes

Increases In Services / New Initiatives:

There are no new services; the following are new initiatives:

- Central Library Interior Design Phase completion.
- Fundraising campaign for Central Library.
- Renovations to the Sackville Public Library.
- Update Master Facilities Plan.

Decreases In Services / Operational Pressures (OP):

- OP: Reduction in library materials budget puts added pressure on existing collection, will increase wait times and move the Library further below the national per capita average of dollars spent for library materials.
- OP: Continuation of vacancy management reduction may impact public service response time and behind the scenes operations.
- OP: Reductions in Staff Training and Communications budgets pose challenges for achieving goals.
- OP: Commitment to continue contributions from operations to meet the target of \$1.7 million for Central Library construction provides additional budget stress.

Expected Services Not Being Delivered:

- Growing community pressure for expansion of service hours and new facility development

Halifax Regional Library Analysis of Operating Budget Changes:

Operating Budget Change Details		(\$000's)
2010/11 Budget		\$15,542
1	Compensation and Benefits - Net increase resulting from merit increases, classification reviews, employer benefit costs, collective agreements and new positions	1,075
2	Compensation and Benefits - Operation of the new Woodlawn Library	389
3	Net operating budget of the new Woodlawn Library, excluding compensation	301
4	Increase in books and periodicals budget	162
5	Net increase of other miscellaneous changes	66
2011/12 Budget		\$17,535

Library

Summary by Net Expenditures by Business Unit Division

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
B011 Administrative Services	(2,033,800)	(2,119,711)	(2,012,821)	(2,117,615)	2,096	(0.1)
B012 Info Tech & Coll Mgmt	2,880,800	2,601,481	4,182,164	4,368,260	1,766,779	67.9
B013 Communications & Marketing	380,200	391,110	387,701	397,036	5,926	1.5
B014 Information Services	767,600	783,320	607,430	665,736	(117,584)	(15.0)
* Administration - Library	1,994,800	1,656,200	3,164,474	3,313,417	1,657,217	100.1
B021 Alderney Gate Library	1,113,000	1,638,962	1,459,050	1,533,147	(105,815)	(6.5)
B022 Alderney Gate Youth	479,100					
* Alderney Gate Library	1,592,100	1,638,962	1,459,050	1,533,147	(105,815)	(6.5)
B031 Spr.Garden General	432,800	433,520	385,131	470,708	37,188	8.6
B032 Spring Garden Road - Adult	905,700	1,412,602	1,216,317	1,322,153	(90,449)	(6.4)
B033 Spring Garden Road - Youth	443,900					
* Spring Garden Rd. Mem. Library	1,782,400	1,846,122	1,601,448	1,792,861	(53,261)	(2.9)
B041 Branch Library Services	847,200	880,710	906,951	1,073,582	192,872	21.9
B042 Cole Harbour Library	855,900	888,950	760,102	799,589	(89,361)	(10.1)
B043 Dartmouth North Library	428,000	437,184	397,135	396,296	(40,888)	(9.4)
B044 Sackville Library	1,067,100	1,104,754	970,306	1,167,170	62,416	5.6
B045 Woodlawn Library	703,600	1,024,489	794,720	1,714,078	689,589	67.3
B046 Bedford Library	732,500	754,358	679,286	712,891	(41,467)	(5.5)
B047 Cpt Wil.Spry Library	870,000	890,984	808,990	820,739	(70,245)	(7.9)
B048 Halifax North Library	623,800	645,373	592,502	598,110	(47,263)	(7.3)
B049 Keshen Goodman Library	1,759,900	1,838,764	1,627,482	1,788,622	(50,142)	(2.7)
B050 Outreach Services	289,700	297,883	283,803	298,113	230	0.1
B051 Musq. Harb. Library	267,500	272,589	228,319	253,063	(19,526)	(7.2)
B052 Shatford Memorial Library	170,600	173,785	140,273	142,050	(31,735)	(18.3)
B053 Sheet Harbour Library	213,400	217,748	177,136	199,957	(17,791)	(8.2)
B054 Tantallon Library	949,500	972,895	888,266	931,469	(41,426)	(4.3)
* Branch Libraries	9,778,700	10,400,466	9,255,271	10,895,729	495,263	4.8
B061 Restricted Fund			749			
B062 Restricted Colpitts			7,249			
B064 Res Eng Lang Learn			30,562			
B065 Restricted -Literacy			462			
* Restricted Funds			39,023			
** Total	15,148,000	15,541,750	15,519,267	17,535,154	1,993,404	12.8

Library Gross Expenditures

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
B011 Administrative Services	1,831,500	2,683,989	2,811,206	2,686,085	2,096	0.1
B012 Info Tech & Coll Mgmt	2,880,800	2,601,481	4,182,164	4,368,260	1,766,779	67.9
B013 Communications & Marketing	380,200	391,110	387,701	397,036	5,926	1.5
B014 Information Services	767,600	783,320	607,430	665,736	(117,584)	(15.0)
* Administration - Library	5,860,100	6,459,900	7,988,502	8,117,117	1,657,217	25.7
B021 Alderney Gate Library	1,190,000	1,697,765	1,512,337	1,591,950	(105,815)	(6.2)
B022 Alderney Gate Youth	479,100					
* Alderney Gate Library	1,669,100	1,697,765	1,512,337	1,591,950	(105,815)	(6.2)
B031 Spr.Garden General	432,800	433,520	385,131	470,708	37,188	8.6
B032 Spring Garden Road - Adult	1,030,900	1,508,251	1,317,033	1,417,802	(90,449)	(6.0)
B033 Spring Garden Road - Youth	443,900					
* Spring Garden Rd. Mem. Library	1,907,600	1,941,771	1,702,164	1,888,510	385,131	(2.7)
B041 Branch Library Services	847,200	880,710	906,951	1,073,582	3,728,664	21.9
B042 Cole Harbour Library	909,900	930,203	795,767	840,842	(89,361)	(9.6)
B043 Dartmouth North Library	436,400	443,566	403,665	402,678	(40,888)	(9.2)
B044 Sackville Library	1,128,100	1,151,445	1,019,498	1,213,861	62,416	5.4
B045 Woodlawn Library	752,100	1,061,684	855,581	1,751,273	689,589	65.0
B046 Bedford Library	772,200	785,152	709,667	743,685	(41,467)	(5.3)
B047 Cpt Wil.Spry Library	896,700	911,345	832,989	841,100	(70,245)	(7.7)
B048 Halifax North Library	642,900	660,008	612,649	612,745	(47,263)	(7.2)
B049 Keshen Goodman Library	1,897,900	1,945,459	1,734,062	1,895,317	(50,142)	(2.6)
B050 Outreach Services	289,700	297,883	283,803	298,113	230	0.1
B051 Musq. Harb. Library	277,200	280,034	237,393	260,508	(19,526)	(7.0)
B052 Shatford Memorial Library	178,500	180,219	145,286	148,484	(31,735)	(17.6)
B053 Sheet Harbour Library	217,100	220,559	180,065	202,768	(17,791)	(8.1)
B054 Tantallon Library	991,200	1,004,848	922,401	963,422	(41,426)	(4.1)
* Branch Libraries	10,237,100	10,753,115	9,639,777	11,248,378	495,263	4.6
B061 Restricted Fund			34,120			
B062 Restricted Colpitts			7,249			
B064 Res Eng Lang Learn			86,034			
B065 Restricted -Literacy			44,820			
B066 Restricted - HIRA			33,800			
* Restricted Funds			206,023			
** Total	19,673,900	20,852,551	21,048,803	22,845,955	1,993,404	9.6

Library Gross Revenue

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
B011 Administrative Services	(3,865,300)	(4,803,700)	(4,824,028)	(4,803,700)		
* Administration - Library	(3,865,300)	(4,803,700)	(4,824,028)	(4,803,700)		
B021 Alderney Gate Library	(77,000)	(58,803)	(53,287)	(58,803)		
* Alderney Gate Library	(77,000)	(58,803)	(53,287)	(58,803)		
B032 Spring Garden Road - Adult	(125,200)	(95,649)	(100,716)	(95,649)		
* Spring Garden Rd. Mem. Library	(125,200)	(95,649)	(100,716)	(95,649)		
B042 Cole Harbour Library	(54,000)	(41,253)	(35,664)	(41,253)		
B043 Dartmouth North Library	(8,400)	(6,382)	(6,530)	(6,382)		
B044 Sackville Library	(61,000)	(46,691)	(49,192)	(46,691)		
B045 Woodlawn Library	(48,500)	(37,195)	(60,861)	(37,195)		
B046 Bedford Library	(39,700)	(30,794)	(30,381)	(30,794)		
B047 Cpt Wil.Spry Library	(26,700)	(20,361)	(23,999)	(20,361)		
B048 Halifax North Library	(19,100)	(14,635)	(20,147)	(14,635)		
B049 Keshen Goodman Library	(138,000)	(106,695)	(106,581)	(106,695)		
B051 Musq. Harb. Library	(9,700)	(7,445)	(9,074)	(7,445)		
B052 Shatford Memorial Library	(7,900)	(6,434)	(5,013)	(6,434)		
B053 Sheet Harbour Library	(3,700)	(2,811)	(2,929)	(2,811)		
B054 Tantallon Library	(41,700)	(31,953)	(34,135)	(31,953)		
* Branch Libraries	(458,400)	(352,649)	(384,505)	(352,649)		
B061 Restricted Fund			(33,371)			
B064 Res Eng Lang Learn			(55,472)			
B065 Restricted -Literacy			(44,358)			
B066 Restricted - HIRA			(33,800)			
* Restricted Funds			(167,000)			
** Total	(4,525,900)	(5,310,801)	(5,529,536)	(5,310,801)		

Library Summary by Expense & Revenue Types

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
Expenditures						
* Compensation and Benefits	14,571,600	15,193,266	15,320,825	16,657,291	1,464,025	9.6
* Office	484,400	503,430	410,272	511,224	7,794	1.5
* External Services	284,100	200,400	245,167	245,534	45,134	22.5
* Supplies	105,300	105,800	108,967	108,800	3,000	2.8
* Materials	7,200	27,100	4,521	27,100		
* Building Costs	725,300	717,400	727,525	915,261	197,861	27.6
* Equipment & Communications	497,700	322,700	328,048	398,200	75,500	23.4
* Vehicle Expense	92,200	83,000	133,173	85,074	2,074	2.5
* Other Goods & Services	3,006,100	2,938,655	3,246,942	3,136,671	198,016	6.7
* Interdepartmental			(135,852)			
* Other Fiscal	(100,000)	760,800	659,216	760,800		
** Total	19,673,900	20,852,551	21,048,803	22,845,955	1,993,404	9.6
Revenues						
* Transfers from other Gov'ts	(3,840,400)	(4,785,800)	(4,785,800)	(4,785,800)		
* Fee Revenues	(666,700)	(513,201)	(540,818)	(513,201)		
* Other Revenue	(18,800)	(11,800)	(202,918)	(11,800)		
** Total	(4,525,900)	(5,310,801)	(5,529,536)	(5,310,801)		
Net Surplus/(Deficit)	15,148,000	15,541,750	15,519,267	17,535,154	1,993,404	12.8