

HALIFAX

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Item No. 4
Budget Committee
January 17, 2018

TO: Chair and Members of Budget Committee
(Standing Committee of the Whole on Budget)

SUBMITTED BY: Original Signed by 

Jacques Dubé, Chief Administrative Officer

DATE: January 9, 2018

SUBJECT: Proposed 2018/19 Multi-year 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 14, 2017, staff is required to present the 2018/19 draft Business Unit Budget and Business Plans to the Budget Committee for review and discussion prior to consideration by Regional Council.

LEGISLATIVE AUTHORITY

Halifax Charter, section 35 (1) The Chief Administrative Officer shall (b) ensure that an annual budget is prepared and submitted to the Council.

RECOMMENDATION

It is recommended that Budget Committee direct staff to proceed to prepare the 2018/19 Multi-year Halifax Public Libraries Budget and Business Plan, as proposed in the accompanying presentation and consistent with the preliminary fiscal direction.

BACKGROUND

As part of the design of the 2018/19 Budget and Business Plan development process, the Budget Committee is reviewing each Business Unit's budget and proposed plans in advance of detailed HRM Budget and Business Plan preparation.

At the December 5, 2017 Committee of the Whole meetings, Regional Council considered and confirmed their Council Priority Outcomes and on December 13, 2017 provided fiscal direction for the 2018/19 multi-year budget, directing staff to: "develop the 2018/19 Multi-year Budget and Business Plans in support of the fiscal direction and approved priorities."

DISCUSSION

Staff has prepared the proposed 2018/19 Budget consistent with the preliminary fiscal direction received from Council on December 13, 2017 and aligned with Council Priorities as approved on December 5, 2017.

Following direction from the Budget Committee, staff will proceed to prepare the detailed Budget and Business Plan for inclusion in the proposed HRM 2018/19 Multi-year Budget and Business Plan documents to be presented to Council, as per the process and schedule in the November 14, 2017 staff report.

FINANCIAL IMPLICATIONS

The recommendations in this report will lead to the development of a proposed 2018/19 Multi-year budget. There are no immediate financial implications from these recommendations. The broader financial implications will be discussed and debated as the budget is developed in more detail.

RISK CONSIDERATION

None are specifically associated with this report.

COMMUNITY ENGAGEMENT

None are specifically associated with this report.

ENVIRONMENTAL IMPLICATIONS

None

ALTERNATIVES

The Budget Committee can choose to amend the Budget and Business Plan as proposed in the accompanying presentation through specific motion, and direct staff to proceed to prepare the Budget and Business Plan for inclusion in the proposed HRM Budget and Business Plan documents.

ATTACHMENTS

- Halifax Public Libraries 2018/19 Multi-year Budget and Business Plan Presentation
 - Halifax Public Libraries 2018/19 Capital Project Package
-

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 902.490.5898

Financial Approval by: Original Signed
Jerry Blackwood, Acting Director of Finance and Asset Management/CFO, 902.490.6308

Original Signed
Report Approved by: Ása Kachan, Chief Librarian and CEO, Halifax Public Libraries, 902.490.5868]

HALIFAX



Halifax Public
Libraries

2018/19 Multi-Year Budget & Business Plan

Committee of the Whole

Halifax Public Libraries

Vision & Direction 2021

People Centric, Purpose Driven

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

Service Areas

Public Service

Provides public gathering spaces and programming that support literacy, community connections and personal growth for all the Municipality's communities through the Library's 14 branches. As well as services to those who cannot visit branches through community outreach.

Access Services

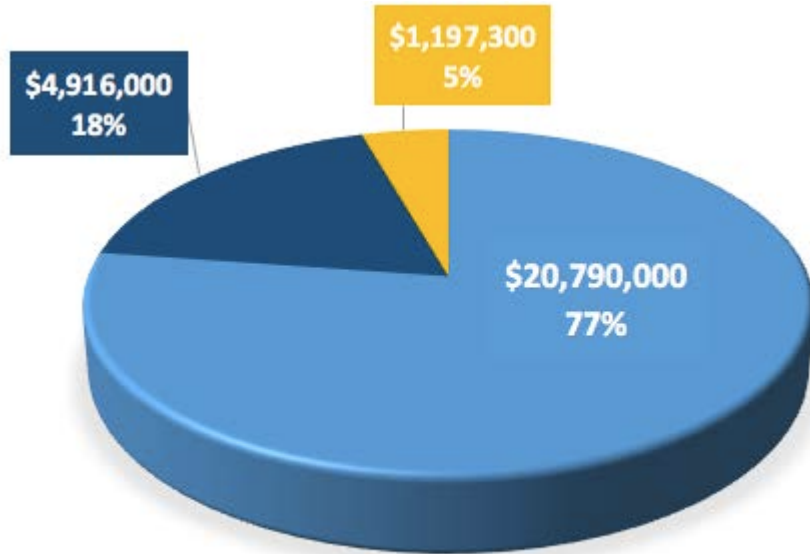
Builds a collection of physical and digital materials that support sharing and creation of knowledge and enjoyment. Manages the integrated library system which includes a searchable database of all library materials, and functions to support the circulation of those materials. Builds and maintains publically accessible technology.

Administrative Services

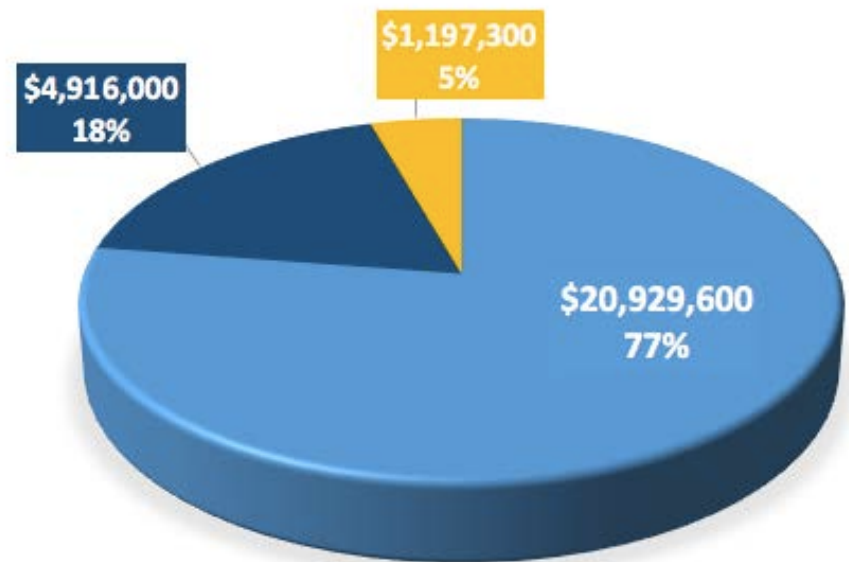
Provides strategic planning, finance, facilities, and human resources services to support the delivery of excellent library service across the region.

Funding Sources

2017/18



2018/19



Halifax Regional Municipality

Province of
Nova Scotia

Library generated
including grant-
funding

Responsibilities / Accomplishments

- 38,667 hours of library service in 2016/17
- 3,614,000 visits
- A collection of nearly 1 million items, including books, magazines and e-magazines, videos and audiobooks.
- Over 213,000 attended free programs for all ages that support reading development, social and cultural engagement, and overall wellbeing of residents
- Provided free computer and WiFi access, with over 1.66 million computer uses and wireless connections in 2016/17.

Current & Planned Initiative Updates

Healthy, Liveable Communities – Recreation and Leisure

Social and Economic Impact

- Addition of Centre of Equitable Library Access (CELA) to library collection.
- Launch of streaming audiobooks, music, videos & e-books in winter 2018.
- Upgrading of public use computers; hardware and software.
- **Tastes Like Home**
 - Over 130 food-related programs reached more than 7,200 participants
 - 95% of surveyed indicated they learned something useful and 90% intended to apply what they learned.
 - Over 500 people participated in the Our Halifax, Our Food conversations at the Library, led by the Halifax Food Policy Alliance.

Current & Planned Initiative Updates

Healthy, Liveable Communities – Recreation and Leisure

Facilities Renewal

- Creation of outdoor library at Dartmouth North expected completion January 2018.
- Renovation to Musquodoboit Harbour Library expected completion January 2018.
- Facilities Master Plan presented to Council November 2017.



Current & Planned Initiative Updates

Governance & Engagement – Public Engagement

Bedford Library

- Needs assessment underway - including upcoming community consultations.

Social Media Engagement

- Social media strategy to increase public engagement and feedback on library services, events and programs.

Library Governance & Decision Making

- Board Governance Committee is undertaking a full by-laws, policies and procedures review.

Current & Planned Initiative Updates

Our People - Leadership



Strategic Workforce Planning

- Drafting of a new service model for all library services.
- Developing an optimal staffing model to support the new service model beginning in early 2018.

Current & Planned Initiative Updates

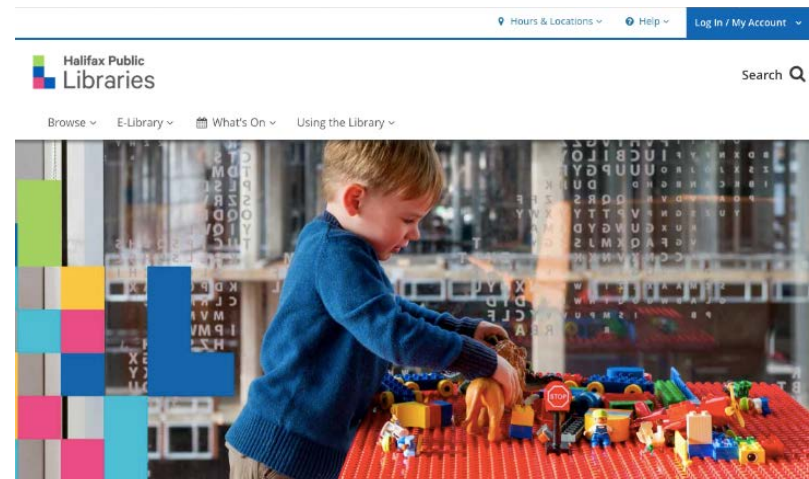
Service Excellence – Service Improvements

Website Renewal

- Technical platform for redevelopment of the library website in place.
- Updated catalogue is in development and testing phase.
- Full rewrite of web content with improved functionality and usability.
- Public launch Spring 2018.

Open Hours

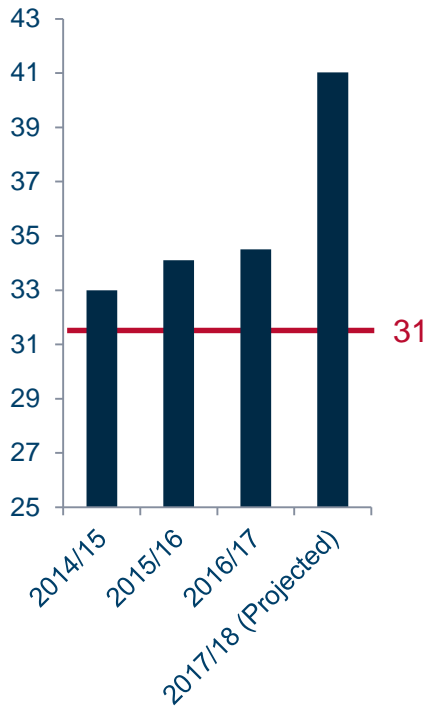
- Added 807 additional opening hours across the system (Mar – Oct 2017) based on feedback received from community members during the Let's Talk Libraries campaign.



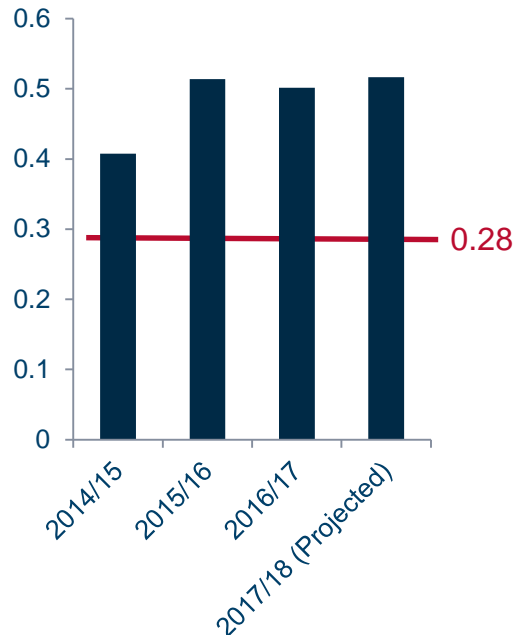
16/17 Key Performance Indicators

Healthy, Liveable Communities – Recreation and Leisure

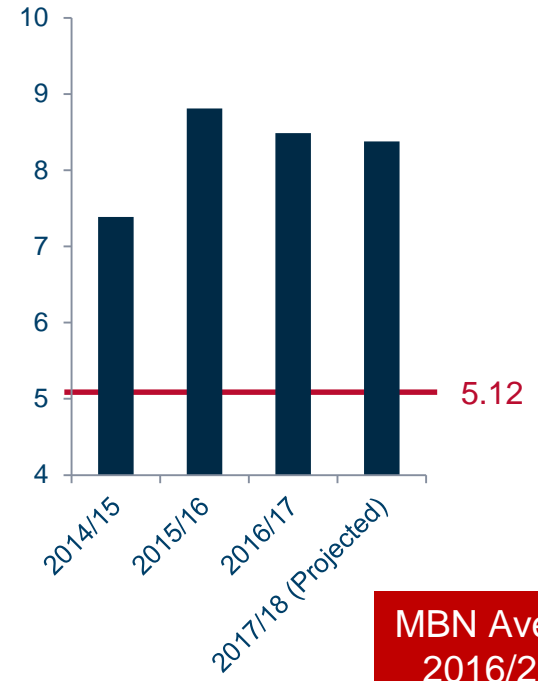
Annual Library Uses Per Capita*



Annual Program Attendance Per Capita



Annual Library Visits Per Capita

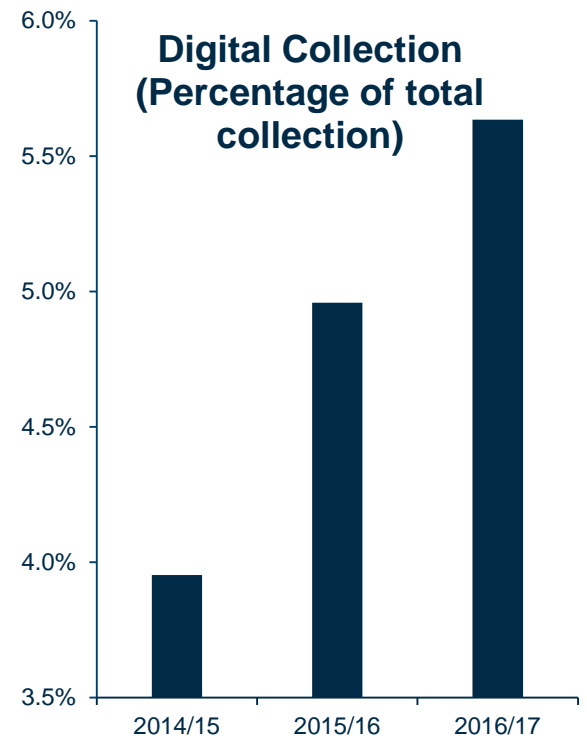
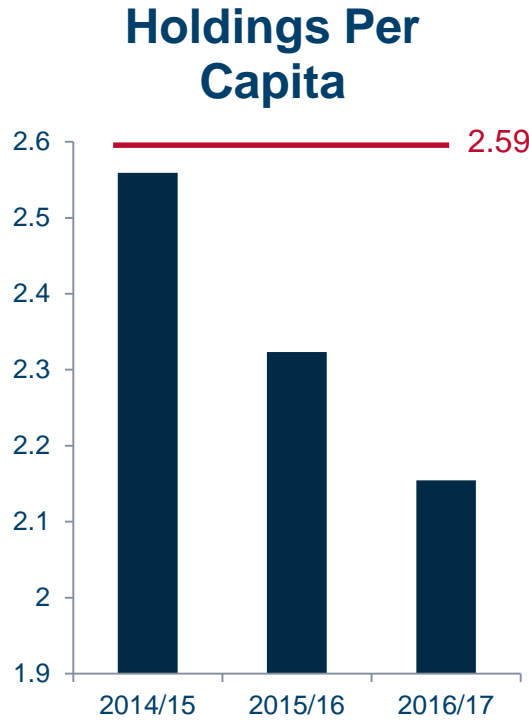
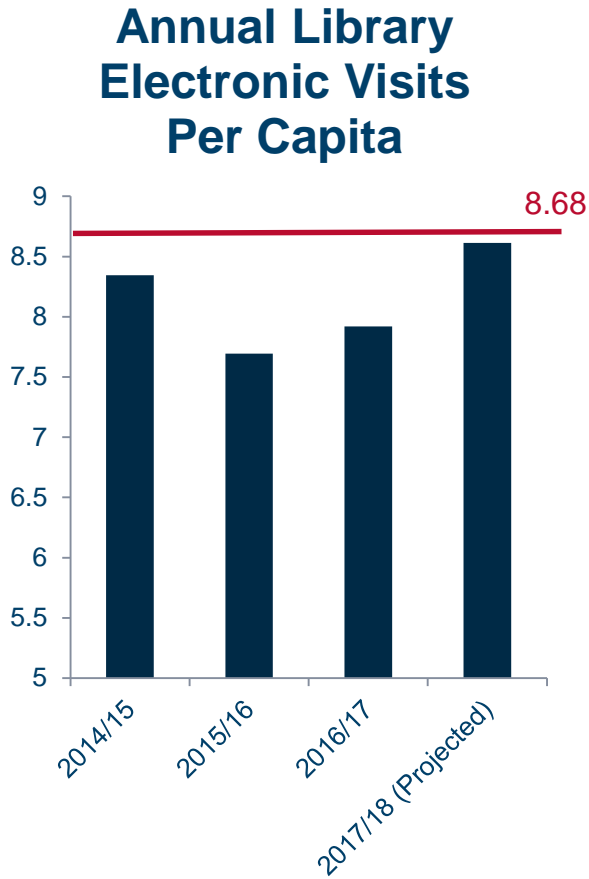


**MBN Average
2016/2017**

* Annual Library Uses projected increase in 2017/18 due to changes in how WiFi usage is captured.

16/17 Key Performance Indicators

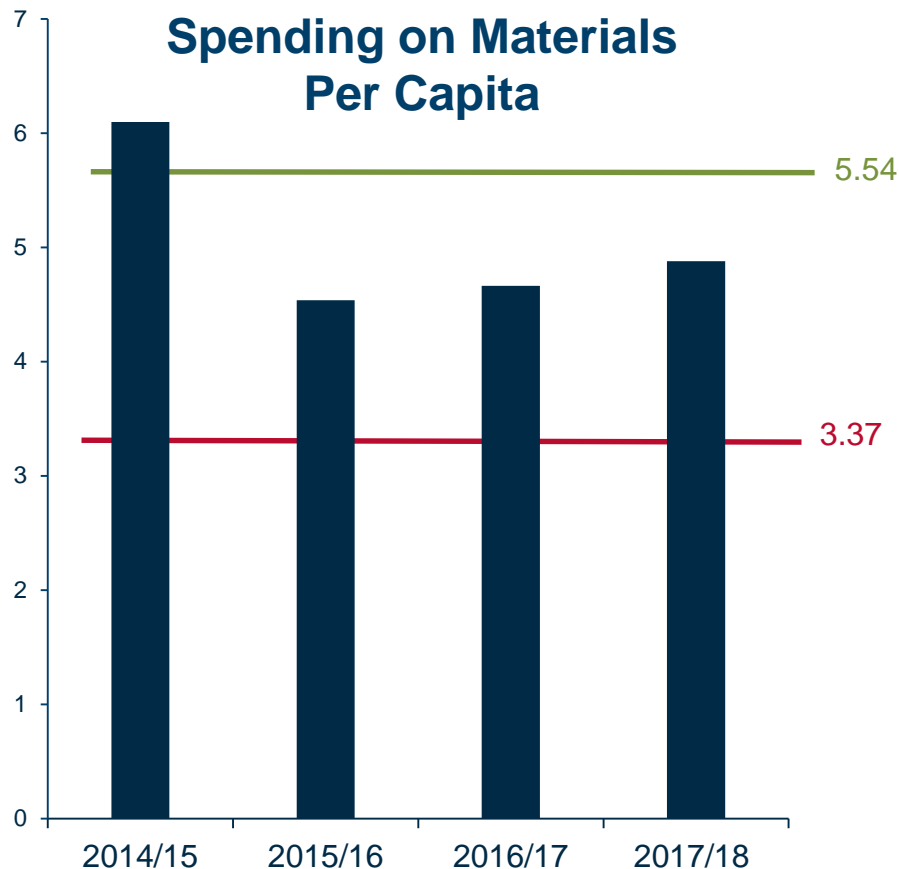
Healthy, Liveable Communities – Recreation and Leisure



MBN Average
2016/2017

16/17 Key Performance Indicators

Healthy, Liveable Communities – Recreation and Leisure



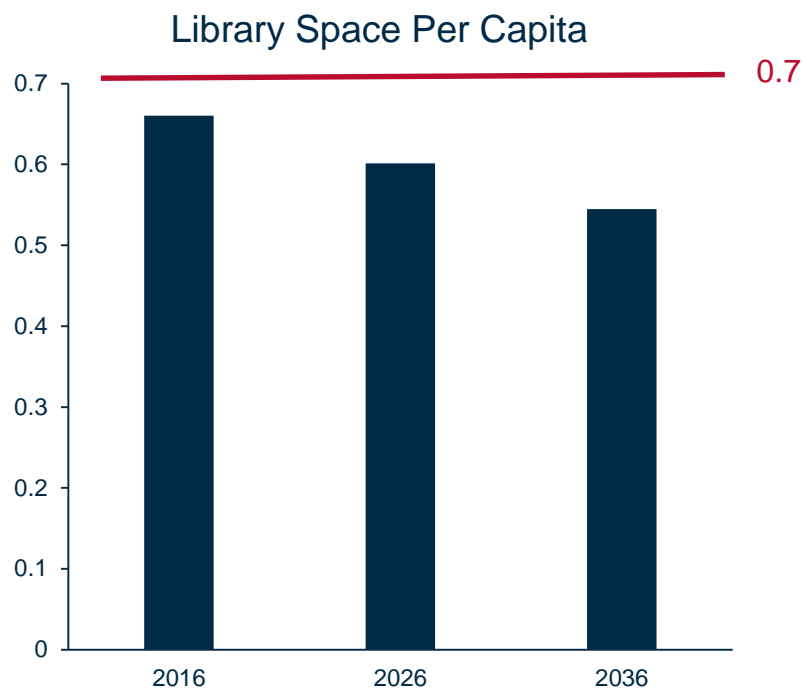
MBN Average
2016/2017

CULC Average
2015/2016

CULC - Canadian Urban Libraries Council

16/17 Key Performance Indicators

Healthy, Liveable Communities – Recreation and Leisure



Library Space Standard

Library space guideline that is included in Facility Master planning. This guideline varies from a low of .7 to a high of 1.0 Gross Square Foot Per Capita.

Operating Budget Overview

Expenditures	2016 Budget	2017 Budget	2017 Projected	Approved in Principle 2018 Budget	2018 Proposed Budget
* Compensation and Benefits	19,259,500	19,729,900	19,729,900	19,794,300	19,894,300
* Office	434,060	421,300	421,300	425,100	425,100
* External Services	1,071,100	1,035,100	1,035,100	991,300	991,300
* Supplies	124,700	123,900	123,900	123,700	123,700
* Building Costs	1,283,000	1,421,900	1,421,900	1,438,900	1,438,900
* Equipment & Communications	368,140	648,800	648,800	643,200	643,200
* Other Goods & Services	3,136,600	3,493,200	3,493,200	3,497,200	3,497,200
* Interdepartmental	5,000	30,000	30,000	30,000	30,000
* Other Fiscal	(800)	(800)	(800)	(800)	(800)
** Total	25,681,300	26,903,300	26,903,300	26,942,900	27,042,900
Revenues					
* Transfers from other Gov'ts	(4,916,000)	(4,916,000)	(4,916,000)	(4,916,000)	(4,916,000)
* Fee Revenues	(1,040,300)	(977,300)	(977,300)	(977,300)	(977,300)
* Other Revenue	(285,000)	(220,000)	(220,000)	(220,000)	(220,000)
** Total	(6,241,300)	(6,113,300)	(6,113,300)	(6,113,300)	(6,113,300)
Net Surplus/Deficit	19,440,000	20,790,000	20,790,000	20,829,600	20,929,600

Service Area Budget Overview

Business Unit Net Expenses	16/17 Budget	17/18 Budget	17/18 Projected	18/19 Approved in Principle	18/19 Proposed Budget
Administration	(3,825,400)	(3,828,000)	(3,828,000)	(3,879,700)	(3,779,700)
Info Technology/ Collection Management	4,954,700	5,655,500	5,655,500	5,716,200	5,716,200
Branches/Public Services	18,310,700	18,947,300	18,947,300	18,977,900	18,977,900
Learning/Literacy		15,200	15,200	15,200	15,200
Business Unit Total	19,440,000	20,790,000	20,790,000	20,829,600	20,929,600

Summary of Proposed Budget Adjustments

Proposed Adjustments	Impact on Service Delivery	Projected 18/19 \$ Impact	Amount
18/19 Approved in Principle			\$20,829,600
Vacancy Management adjustment		\$100,000	
Total Proposed Changes			\$100,000
Proposed 18/19 Budget			\$20,929,600

Staff Counts

Service Area	16/17 Approved	17/18 Approved	18/19 Approved in Principle
Branches / Public Services	190.8	191.8	191.8
Spring Garden Rd. / Central Library	88.1	86.5	86.5
Information Technology and Collection Management	38.1	38.4	38.4
Administrative Services	16.6	17.6	17.6
Grand Funded	0	3.7	3.7
Business Unit Total	333.6	338.0	338.0


 Over 800 Volunteers

Adult and teen (and canine) volunteers support English language learning, teen and youth, homework help, newcomers programming, etc.

Business Unit Capital Budget

Capital Project Name	Outcome Supported / Description of New Cost	18/19 Capital Cost
Library State of Good Repair	Keshen Goodman – Consultant services, interior renovations, outdoor library, interior and exterior furniture	\$125,000
	Halifax North Memorial - Consultant services, entry doors, interior renovations, furniture	\$300,000
	Alderney Gate - Consultant services, interior renovations, interior and exterior furniture	\$200,000
	Dartmouth North - Interior renovations and furniture	\$400,000
	Various branches - improvements to interior welcome desks, interior finishes, flooring, consultant services	\$100,000
	Various branches - improvements to technology and mechanical systems	\$75,000
Total		\$1,200,000

* For full project list and additional project detail, see report attachment [2018/19 Capital Project Package](#)

Pressures and Risks

Pressure – Vacancy Management

Risks:

- Deferring facility maintenance and other expenses if vacancy management targets cannot be met
- Reducing programming and/or services to the community
- Not fully achieving Council and HPL Outcomes
- Unachievable vacancy management targets could negatively impact the library collection

Pressure – Library Collection

Risks:

- Improved website functionality will increase community interest in the library collection
- More holds will result in longer wait times for books, e-books, DVDs, etc.



2018/2019 Capital Budget Form

Project Name:	Library Masterplan Implementation
Project Number:	CB000077
Budget Category:	Buildings
Project Type:	Service Improvements
Discrete/Bundled:	Discrete
Project Manager:	Terry Gallagher

Project Summary:

Halifax Public Libraries (HPL) currently provides approximately 300,000 gross square feet in 14 locations at a replacement value of approximately \$100,000,000. The Facilities Master Plan identified a new branch for Bedford as one of the top priorities. This new facility would replace the existing leased accommodation that is undersized and does not meet the current needs of the community. Funding in 2019/20 would continue the process of hiring consultants to define the service gap and commence the process of defining and procuring a new site.

Total Capital Budget Request: (5 Years) \$ 34,000,000

Supports Outcome Area: Healthy, Liveable Communities (Council Priority)

Project Status: Conceptual

Approximate accuracy of budget estimate +50%

Capital Costs - Cash Flow

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
Gross Budget:	-	1,500,000	-	15,000,000	17,500,000
Funding Source:					
	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	1,500,000	-	15,000,000	17,500,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
Gross Budget:	8,600,000	8,000,000	900,000	3,000,000	-
Funding Source:					
	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	8,600,000	8,000,000	900,000	3,000,000	-

Detailed Work Plan:

	2018/19	2019/20
New Bedford branch - Consultant Services	-	500,000
New Bedford branch - Purchase of land	-	1,000,000
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Total Estimated Work Plan	-	1,500,000
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	-	1,500,000

2018/2019 Capital Budget Form

Project Name:	Regional Library Facility Upgrade
Project Number:	CBX01165
Budget Category:	Buildings
Project Type:	State of Good Repair
Discrete/Bundled:	Bundled
Project Manager:	Terry Gallagher

Project Summary:

Halifax Public Libraries (HPL) currently provides approximately 300,000 gross square feet in 14 locations at a replacement value of approximately \$100,000,000. Priorities for 2018/19 include 1) Halifax North Memorial Library - Building Code analysis and Building Condition Assessment indicate issues that require prompt attention to improve the state of repair. 2) Library in Dartmouth North Community Centre - Improvements to the exterior and site were completed in 2017/18 and were funded through contributions from TD and ACOA. Funding is required to address issues inside the building such as functional planning, improved program and state of good repair.

Total Capital Budget Request: (5 Years) \$

1,200,000

Supports Outcome Area:

Healthy, Liveable Communities (Council Priority)

Project Status:

Preliminary

Approximate accuracy of budget estimate

+25%

Capital Costs - Cash Flow

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
Gross Budget:	1,200,000	-	-	-	-
Funding Source:	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	1,200,000	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
Gross Budget:	-	-	-	-	-
Funding Source:	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2018/19	2019/20
Keshen Goodman - Consultant services, interior renovations, outdoor library, interior and exterior furniture	125,000	-
Halifax North Memorial - Consultant services, entry doors, interior renovations, procurement of furniture	300,000	-
Alderney Gate - Consultant services, interior renovations, procurement of interior and exterior furniture	200,000	-
Dartmouth North - Interior renovations, procurement of interior furniture	400,000	-
Various branches - improvements to interior welcome desks, interior finishes, flooring, consultant services	100,000	-
Various branches - improvements to technology and mechanical systems	75,000	-
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	-	-
Total Estimated Work Plan	1,200,000	-
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	1,200,000	-