

HALIFAX

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Item No. 6
Budget Committee
February 17, 2021

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 29, 2021

SUBJECT: Proposed 2021/22 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 December 1, 2020, staff is required to present the draft 2021/22 Business Unit Budget and Business Plans to the Budget Committee for review and discussion prior to consideration by Regional Council.

LEGISLATIVE AUTHORITY

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

RECOMMENDATION

It is recommended that the Budget Committee direct the CAO to incorporate the Halifax Public Libraries proposed 2021/22 Budget and Business Plan, as set out and discussed in the January 29th, 2021 staff report and supporting presentation by staff, into the Draft 2021/22 Operating Budget.

BACKGROUND

At the Dec 1, 2020 Budget Committee meeting, Regional Council confirmed the 2021-2025 Strategic Priorities Plan and directed the CAO to proceed to prepare the 2021/22 Budget and Business Plan in support of Council's Priority Outcomes.

As part of the design of the 2021/22 Budget and Business Plan development process, the Budget Committee is reviewing each business unit's budget and proposed plans, in advance of completing detailed HRM Budget and Business Plan preparation.

DISCUSSION

Staff has prepared the proposed 2021/22 Halifax Regional Library Budget and Business Plan consistent with the 2021-2025 Strategic Priorities Plan approved on December 1, 2020 as well as fiscal direction provided on January 13, 2021.

Following direction from the Budget Committee, staff will proceed to prepare the detailed Budget and Business Plan for inclusion in the proposed 2021/22 HRM Budget and Business Plan documents to be presented to Regional Council's Committee of the Whole, as per the process and schedule approved on December 1, 2020.

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

FINANCIAL IMPLICATIONS

The recommendations in this report will lead to the development of a proposed 2021/22 Budget. There are no immediate financial implications from this recommendation. The broader financial implications will be discussed and debated as the budget is developed in more detail.

RISK CONSIDERATION

Although there is no immediate risk related to financial decisions, there may be risks associated with individual decisions during the budget debate that could favour short-term results over longer term strategic outcomes. Individual decisions made during budget debate will however, be considered for both short- and long-term impacts to levels of service, asset condition, and cost.

In addition, the administration seeks to reduce these risks in three ways: by providing Regional Council with several fiscal options to assist in the achievement of longer-term strategic outcomes, by assessing both corporate and capital project risk, and by providing the opportunity to draw Regional Council's attention to project or program related risks when reports are presented for consideration.

HRM implemented Enterprise Risk Management in 2015. Corporate and operational risks are evaluated annually during the business planning process and mitigating strategies are implemented to reduce the overall risk to the organization. Project related risk is evaluated during the capital planning process. Project managers use the same risk assessment tools as those used to assess corporate risk to rate each discrete project.

COMMUNITY ENGAGEMENT

The 2021/22 Municipal Budget Engagement Survey was conducted from November 5, 2020 – Dec 14, 2020. This on-line survey was available to all HRM residents and received 4,312 responses to a variety of budget, planning, and priorities questions. The results of the 2020 Municipal Budget Survey were provided in an information report presented to Reginal Council on January 26, 2021.

The 2021/22 budget consultation process also seeks to solicit public comment by inviting members of the public to provide feedback following each business unit budget and business plan presentation

ENVIRONMENTAL IMPLICATIONS

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 2021/22 HRM Budget and Business Plan documents.

ATTACHMENTS

Attachment 1 – Halifax Public Libraries 2021/22 Draft Budget and Business Plan

A copy of this report can be obtained online at halifax.ca or by contacting the Office of the Municipal Clerk at 902.490.4210.

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HALIFAX PUBLIC LIBRARIES

2021/22 BUDGET AND BUSINESS PLAN

VISION

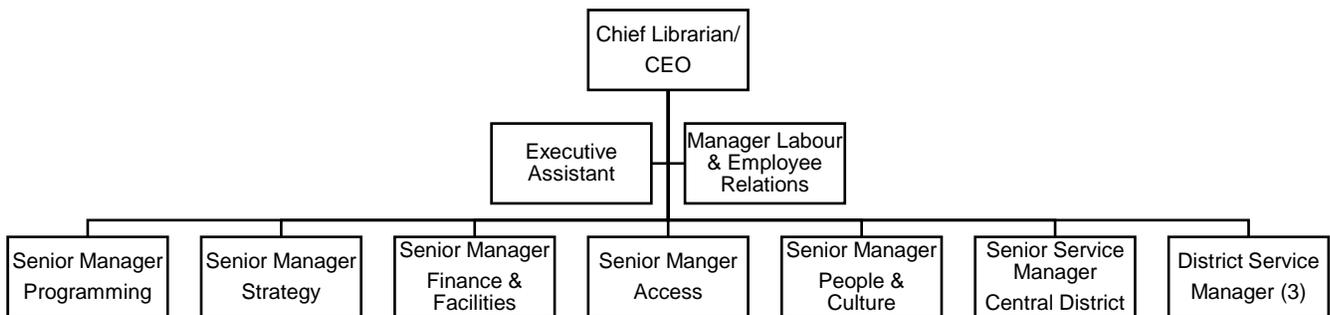
REFLECTING OUR COMMUNITY, WE ARE A RESOURCE FOR EVERYONE AND A LAUNCH POINT FOR GROWTH.

HALIFAX PUBLIC LIBRARIES OVERVIEW

Halifax Public Libraries engages communities and the people who live in them – encouraging participation, facilitating connections, and providing solutions in an ever-changing world. Halifax Public Libraries provides equal and open access to services to all residents of Halifax Regional Municipality. Under the direction of the Halifax Regional Library Board, the Library provides learning, social, and engagement opportunities through a network of 14 branches, 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 equal access to services, and supporting the economic growth of our community. Details on how the Library supports Regional council priorities can be found in the [Library's Strategic Plan](#) and HRM's Strategic Priorities Plan.

HALIFAX PUBLIC LIBRARIES ORG CHART



FUNDED FULL TIME EQUIVALENTS (FTES)

Funded FTEs	2020/21 Budget	Change (+/-)	2021/22 Budget
Full Time	331.3	-	331.3
Seasonal, Casual and Term	4.7	-	4.7
Total	336.0	-	336.0

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

STRATEGIC INITIATIVES (2021/22)

INITIATIVES SUPPORTING REGIONAL COUNCIL PRIORITIES

Social and Economic Impact

The Library will implement an innovation-focused approach to ongoing service and program improvements, based on measured social and economic impact.

Democratic Society

The Library will provide equal access to a broad range of information and ideas, foster dialogue on issues important to our community, and provide a common ground to learn from each other's perspectives.

Public Safety

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

Digital Divide

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

Building Social Infrastructure

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

Community Focused Service Delivery

The Library will be undergoing a staffing shift, to focus library work on community-based work and community-led engagement. This will result in service delivery and programming responses that meet various customer needs.

INITIATIVES SUPPORTING ADMINISTRATIVE PRIORITIES

Library Governance & Decision Making

To ensure service that is responsive to community needs, Halifax Public Libraries will create a framework that supports excellence in governance and decision-making and will create a culture that values public and staff input in priority-setting.

HALIFAX PUBLIC LIBRARIES BUDGET

OPERATING - BUDGET BY SERVICE AREA

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

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

OPERATING - SUMMARY OF CHANGES - PROPOSED BUDGET

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

OPERATING- SUMMARY OF EXPENSE & REVENUE

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

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

HALIFAX PUBLIC LIBRARIES SERVICE AREA PLANS (2021/22)

ADMINISTRATIVE SERVICES

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

SERVICES DELIVERED

Strategy

Supporting the Library Board, Chief Librarian/CEO, Service Excellence Team and all managers across the Library system, this unit is responsible for record and document development and management, maintenance of the staff Intranet site to assist in decision making and information sharing. It also supports the research and business intelligence that supports performance excellence and planning including business plan coordination, project planning, demographic and performance analysis and data research.

Finance

This service ensures strong stewardship of financial resources. Key functional areas include financial planning, analysis and management of the annual operating budget, accounting, financial reporting and oversight, procurement, grant management and revenue and charitable receipting, asset management, risk analysis,

financial modeling, and annual audit support. This unit provides direct support to the Finance and Audit 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 follow-up and secures 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 activities to the public.

People & Culture

This service provides human resource programs and services in all library branches and departments. Key functional areas include: labour and employee relations including collective agreement negotiation, occupational health and safety, employee wellness, payroll, learning and development, recruitment and selection, organizational development, onboarding, compensation and benefits and volunteer oversight.

Facilities

This service provides facility planning and oversight. It ensures that facility design and maintenance are well managed so that the spaces in which the Library operates meet the needs of the public. This unit also ensures all aspects of facility management are in place, including assessment of facility condition, risk and safety assessment and identification of buildings in need of renovation or replacement.

ADMINISTRATIVE SERVICE KEY DELIVERABLES (2021/22)

Communities – Safe Communities
<p>Keshen Goodman Renovations (Target: Q4 2021/2022)</p> <p>The Library will renovate the interior and add additional space to improve library service to this growing community.</p>
<p>Halifax North Memorial Public Library (Target: Q4 2021/2022)</p> <p>Working with community, the Library will identify requirements and develop building plans for the redevelopment of Halifax North Memorial Public Library.</p>
Communities – Inclusive Communities
<p>Accessibility Advisory Committee and Plan (Target: Q4 2021/2022)</p> <p>Working under the new Accessibility Act of Nova Scotia, the Library will create an Accessibility Advisory Committee and an overall accessibility plan that takes into consideration facilities, services, and employment.</p>

Responsible Administration – Well Managed
<p>Strategic Plan Development (Target: Q4 2021/2022)</p> <p>The Halifax Regional Library Board, working with staff and the community, will develop the next five-year strategic plan.</p>
<p>Operational Efficiency (Target: Q4 2021/2022)</p> <p>To ensure the greatest community impact with the public’s investment in libraries, Halifax Public Libraries will continue to evaluate internal business practices for efficiencies and will seek out opportunities for collaboration with HRM and other community partners.</p>
Our People – Healthy and Safe Workplace
<p>Health and Wellness (Target: Q4 2021/2022)</p> <p>The Library will complete health and safety risk assessments of all work locations.</p>
Our People – Diverse, Inclusive, & Equitable Environment
<p>Addressing Inclusion (Target: Q4 2022/2023)</p> <p>The Library will develop an internal committee to address staff inclusion with the aim of creating an inclusive work environment.</p>

PUBLIC SERVICES

The Library’s Public Services team is committed to supporting Regional Council priorities through the provision of excellent public library service to residents of the municipality via fourteen (14) branches, and a range of outreach activities including pop-up libraries in areas not near branches, along with other community engagement activities.

SERVICES DELIVERED

Branch Services

Library programs and services are provided through 14 library branches, including Central Library. 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 technological capabilities 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 offer 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 Halifax Regional 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 HRM, 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 and by providing adaptive technology and access to alternative formats for individuals with print disabilities.

SERVICE DELIVERY MEASURES

Performance Measures	2018/19 Actual	2019/20 Actual ¹	2020/21 Projected ²	2021/22 Planned ³
Annual Library Uses ⁴ Per Capita	15,243,866 35.5	14,725,245 33.5	9,813,452 21.8	14,720,178 32.66
Annual Library Visits Per Capita	3,617,008 8.41	3,447,146 7.84	1,060,662 2.35	1,590,993 3.53
Home Delivery / Borrow by Mail Circulation ⁵	62,418	65,576	38,920 ⁶	54,267
Program Attendance (Total) Per Capita	241,154 0.56	221,409 0.50	91,808 ⁷ 0.21	137,712 0.31
Meeting Room Bookings	10,671	10,755	3,992	5,988
Volunteer Hours	38,464	34,486	19,436	29,154
Hours of In Person Library service	41,483	39,797	20,947	41,483

(1) Includes in person public access closure from March 16 – 31.

(2) Includes in person public access closure from April 1- June 30 and November 25 – December 21. Also includes reduced capacity and programming adjustments to help stop the spread of COVID-19.

(3) Assuming no further in person closures for 2022/23 but assuming physical distancing requirements continue to be in place.

(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) Includes in person and virtual programming.

Libraries are dedicated to reaching as many people as possible. Service is rooted in branches, but not bound by them. Every day the Library reaches into the community to ensure services are accessible to everyone. This prepared the Library very well to respond to the community – even when the public couldn't come into the branches.

In March 2020, to help prevent the spread of COVID-19, the Library closed to the public for three and a half months reopening at the beginning of July 2020. While the branches might have been closed, library service continued. When the branches welcomed community members back into the physical spaces in July 2020, additional public health measures were implemented that changed how the Library served the community.

The Library responded quickly to branch closures, adjusting existing services and identifying new and innovative ways to provide access, information, social connection, and community building. Curbside pick-up was offered at all branches, borrow by mail and home delivery programs continued, new technology lending was offered, Wi-Fi signals were boosted and extended, programming moved online or physically distanced, phone services were increased, digital content was added, outdoor public washrooms at Central Library were installed, healthy lunches and snacks were distributed. Library staff reached out to community members checking on their health and well-being and the Library partnered with community organizations and corporate donors to offer technology and programs to help address mental health and social isolation during this challenging time.

The Library added new streaming services, added digital titles for download, and created hundreds of hours of online content. More than 10,000 new Library users signed up for a digital library card during the closure. These new Library users could immediately access online books, magazines, newspapers, training, movies, and music.

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

PUBLIC SERVICES KEY DELIVERABLES (2021/22)

Communities – Involved Communities
Arts and Culture Strategy (Target: Q4 2022/2023) To promote the role arts and culture play in community wellbeing, the Library will offer free access to resources, performances, spaces, exhibits, and learning with a focus on inclusion and representation of diverse voices.
Library Mapping (Target: Q4 2021/2022) To improve the independent use of the Library, new technology will be implemented that maps interior spaces for ease of use including the real time location of library materials and available computers.

Communities – Inclusive Communities
<p>Environmental Awareness (Target: Q4 2022/2023)</p> <p>The Library will work to build individual and community knowledge, skills, and attitudes leading to individual and collective responses to the climate emergency.</p>
<p>Local & Family History (Target: Q4 2022/2023)</p> <p>The Library, working with community, will build local history resources that address people and communities whose history is underrepresented or marginalized.</p>
<p>Preston Township Service (Target: Q4 2021/2022)</p> <p>Working with community, the Library will identify and deliver improvements to service offered in the Preston Township Communities.</p>
Communities – Safe Communities
<p>Community Recovery (Target: Q4 2022/2023)</p> <p>To help the community recover from the pandemic, the Library will work to foster a renewed sense of community and physical connection between residents.</p>
<p>Social Inclusion (Target: Q4 2022/2023)</p> <p>Working with community partners, the Library will offer technology training and support to individuals experiencing social isolation.</p>

ACCESS SERVICES

Access Services provides the infrastructure of materials and technology to facilitate the delivery of library service throughout the region. This includes deployment and support of public access computers and free public Wi-Fi, management of a specialized integrated library system including a searchable database of all library materials, development of a high-quality collection of materials both print and electronic, and the accompanying systems to support the circulation of those materials.

SERVICES DELIVERED

Collection Management

This department is responsible for the selection and acquisition of quality materials for the library collection in both physical and digital formats, and for providing easy access to that collection via the catalogue. This department is also responsible for movement of the collection among all branches, ensuring that the collection is accessible in a timely fashion for all residents of the municipality.

Information Technology

This service is responsible for implementing and supporting system-wide public use and staff computer hardware and software, managing the information technology infrastructure including the integrated library system, and the provision of Wi-Fi in each of the library's locations.

SERVICE DELIVERY MEASURES

Performance Measures	2018/19 Actual	2019/20 Actual ¹	2020/21 Projected ²	2021/22 Planned ³
Annual Wireless Connections per Capita	3,975,622 9.25	3,917,274 8.91	2,243,373 4.98	2,243,373 4.98
Public Use Computers bookings	483,203	476,269	171,369	257,053
Annual Non-electronic circulation ⁴ Per Capita	3,801,043 8.84	3,362,433 7.65	1,651,935 3.66	2,477,902 5.49
Annual Electronic Circulation ⁵ Per Capita	904,989 2.11	1,109,375 2.52	1,465,009 3.25	1,787,310 3.97
Size of Collection per Capita	818,074 1.90	742,099 1.69	752,099 1.67	752,099 1.67
Annual Dollar Amount Spent on Electronic Library Materials per capita	\$2.10	\$2.75	\$2.96 ⁶	\$2.69
Materials expenditures per capita	\$5.56	\$5.31 ⁷	\$5.56 ⁶	\$5.18
Items Added to Collection	81,035	71,919	52,000	52,000

(1) Includes in person public access closure from March 16 – 31.

(2) Includes in person public access closure from April 1- June 30 and November 25 – December 21. Also includes reduced capacity and programming adjustments to help stop the spread of COVID-19.

(3) Assuming no further in person closures for 2022/23 but assuming physical distancing requirements continue to be in place.

(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.

(7) Materials spending was consistent with 2018/19 however there was an increase in population.

The borrowing of printed books and magazines was consistent with previous years in fiscal year 2019, but the Library saw a decline in fiscal year 2020 due to the closure of branches. Over the last several years, use of e-books and digital resources has risen, especially in fiscal year 2020.

In fiscal year 2020 the Library made significant investments in the digital collection adding movie and music streaming, digital newspaper access from home, and more. The investment in digital material was needed to

respond to community demand especially during the pandemic; however, the cost of a digital item is significantly more expensive than its physical counterpart.

Free access to public computers remains a vital service offered in the Library branches as many community members do not have access to computers and the Internet at home. Increasingly, and especially due to the pandemic, more and more information is only available online. Health care, government aid, and other services have moved almost exclusively online. Individuals rely on computers available through the Library for learning support, technology training, social connections, job and housing searches, access to government services and to the Library’s digital collection. Technology training through the Library helps to bridge the digital divide in the community and the provision of reliable, up-to-date technology through the Library is an essential service for many. In response to the pandemic the Library is offering lendable technology and internet access to community members who are experiencing significant need.

ACCESS SERVICES KEY DELIVERABLES (2021/22)

Communities – Inclusive Communities
<p>Lendable Technology & Internet Access (Target: Q4 2021/2022)</p> <p>The Library will lend technology and internet access to be used at home for individuals who are experiencing significant need.</p>
<p>Improved Internet Access (Target: Q4 2021/2022)</p> <p>The Library will boost Wi-Fi signals at branch locations and identify new communication locations for free Wi-Fi so it can be accessed outside of the buildings and in surrounding neighborhoods.</p>
Communities – Involved Communities
<p>Collection Improvements (Target: Q4 2021/2022)</p> <p>The Library will work with community to identify new and innovative items to be added to the Library collection.</p>