

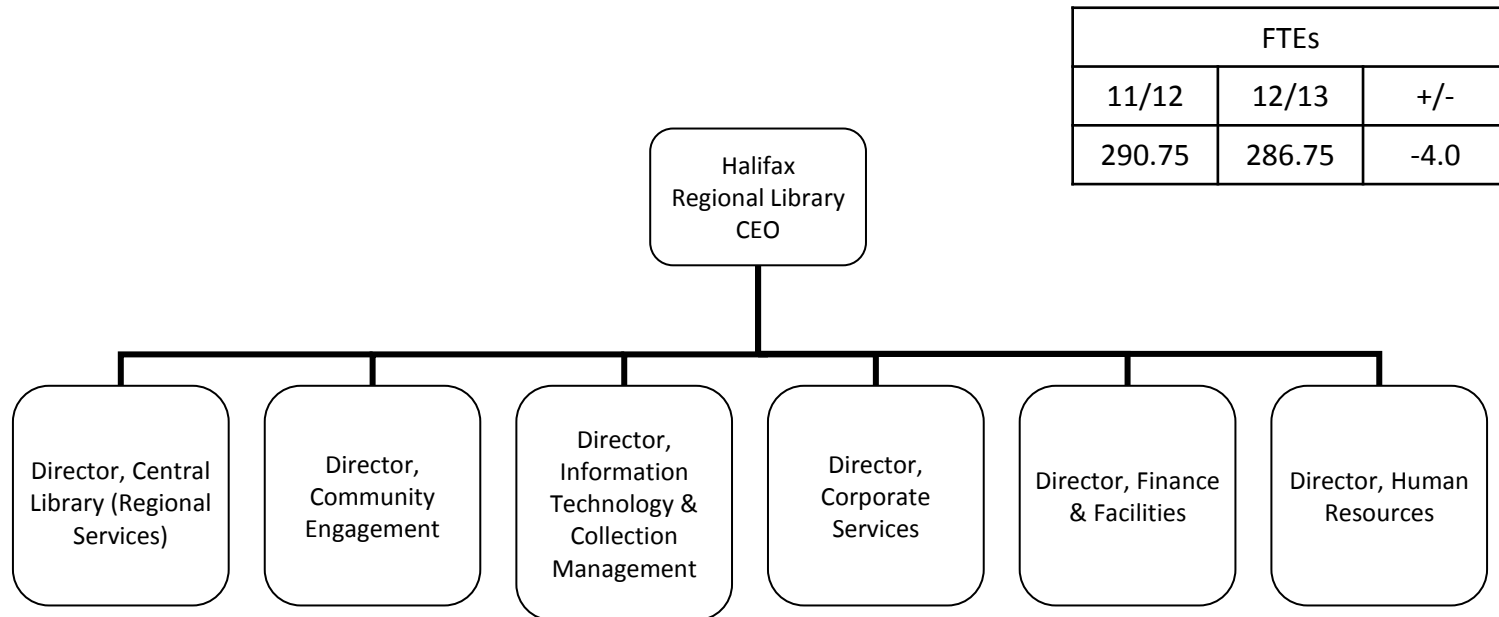


# 12/13 Budget Presentation

## Halifax Public Libraries

April 2012

# Business Unit Overview



**Mission:** *Connecting people. Enriching communities. Inspiring discovery.*

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

# 12/13 Budget Overview

## Library Summary by Expense & Revenue Types

	2010-11	2011-12	2011-12	2012-13	2012-13	2012-13
Cost Element Groups	Budget	Budget	Projection	Budget	Variance	Variance as %
<b>Expenditures</b>						
* Compensation and Benefits	15,193,266	16,657,291	16,697,791	17,169,540	512,249	3.1
* Office	503,430	511,224	521,224	606,220	94,996	18.6
* External Services	200,400	245,534	271,334	506,170	260,636	106.2
* Supplies	105,800	108,800	108,800	108,800		
* Materials	27,100	27,100	27,100	27,100		
* Building Costs	717,400	915,261	915,261	945,740	30,479	3.3
* Equipment & Communications	322,700	398,200	532,200	508,200	110,000	27.6
* Vehicle Expense	83,000	85,074	85,074	50,250	(34,824)	(40.9)
* Other Goods & Services	2,938,655	3,136,671	3,247,002	3,436,840	300,169	9.6
* Interdepartmental	760,800	760,800	699,200	(462,660)	(1,223,460)	(160.8)
** Total	20,852,551	22,845,955	23,104,986	22,896,200	50,245	0.2
<b>Revenues</b>						
* Transfers from other Gov'ts	(4,785,800)	(4,785,800)	(4,835,200)	(4,835,200)	(49,400)	1.0
* Fee Revenues	(513,201)	(513,201)	(507,894)	(513,200)	1	(0.0)
* Other Revenue	(11,800)	(11,800)	(243,188)	(12,800)	(1,000)	8.5
** Total	(5,310,801)	(5,310,801)	(5,586,282)	(5,361,200)	(50,399)	0.9
Net Surplus/Deficit	15,541,750	17,535,154	17,518,704	17,535,000	(154)	(0.0)

# 12/13 Budget Overview

## Summary of Changes

### **Office - increase of 18.6% is for:**

- Printing /Production and Postage due mainly to Central Library Capital Campaign initiative funded by the Capital Campaign Reserve Account

### **External Services - increase includes:**

- 9% increase for new and increased costs for janitorial contracts
- Contract services for the Capital Campaign support to be funded by the Capital Campaign Reserve Account

### **Equipment & Communications - increase of 27.6% is for:**

- Technology equipment required to move towards re-instatement of previous years' reductions. The 2011/12 budget was 19% less than that of 2008/09

# 12/13 Budget Overview

## Summary of Changes

### Vehicle Expense – decrease of 40.9% is:

- Attributable to the termination of the Mobile Library Service

### Other Goods & Services – increase of 9.6% includes:

- A \$200,000 increase in library materials required to move towards re-instatement of previous years' reductions. The 2011/12 budget was 2.7% less than that of 2009/10.
- Increases to facility leases, utilities and building maintenance

### Interdepartmental

- In 2010/11 and 2011/12, contributions were made to the Capital Campaign Reserve Fund; the Library's commitment of \$1.7m is now fulfilled
- In 2012/13, the Library will begin to draw down on the Reserve Account to support the Central Library Capital Campaign

## Opportunities

### Community-Wide Impact

- **Central Library Project**
  - Improving quality of life, revitalizing downtown and creating a cultural hub
- **Civic Engagement**
  - Extensive opportunities for ongoing public participation
- **Public Image**
  - A reputation based on responsive service
- **Support to Corporate Outcomes and Initiatives**
  - A community-based service delivery network to advance HRM projects
- **Community Development**
  - Support and development of community initiatives and building strong communities

## Opportunities

### Community-Wide Impact

- **Technology**
  - Using emerging technologies to improve service and helping bridge the digital divide
- **New Partnerships**
  - Expanding partnerships to reach new or underserved communities
- **Collections**
  - Meeting community demand for materials in book and electronic format

## Challenges

### Community-Wide Impact

- Infrastructure Gap / Deteriorating Infrastructure
- Service Demand
- Rural Service
- Demographics
- Demand for Community Connections
- Innovations / Technology
- Collections

### Service Delivery

- Budget Planning Uncertainties
- Succession Planning / Training and Development



## Branches / Public Services

- **The Central Library reflects and engages the Municipality's imagination and aspirations**
  - Transition plans for service delivery for the Central Library and the community branch network.
  - Central Library Memorial plans developed in partnership with the Nova Scotia / Nunavut Command, the Royal Canadian Legion.
  - Central Library staffing Model in place
  - Interior Design plan in place.
  - Art selected as Public Art process.

## Branches / Public Services

- **The Library is a community-centered system that fosters social understanding and cooperation among the diverse communities of the Municipality.**
  - Phase II of the Service to Immigrants Plan including availability of library promotional materials in other languages
  - A regional universal access plan developed in collaboration with community partners (e.g. Nova Scotia Universal Library Access Committee \ HRM Advisory Committee for Person with Disabilities)
  - Plans for preschool / early learning areas (Imagination Stations) developed and implemented

## Branches / Public Services

- Service to First Nations Communities' plan implemented.
- Continue to provide, review and support volunteer opportunities for adult and youth to ensure ongoing high standards of service and a rewarding volunteer experience.
- Continue to develop, implement and integrate the Community-led service model through internal capacity building, partnerships and service development.
- Digital asset management system (dSpace) pilot concluded with community partner Mainland South Heritage Society
- A regional cultural programming model that reflects the new community-led focus and also address special needs of the Central Library.
- A Circulation Service Policy review.

## Branches / Public Services

- **Lead creative initiatives that connect, enrich and inspire discovery.**
  - Ongoing development and implementation of a responsive Readers' Services (RS) online presence.
  - Introduction and promotion of online services to students with a focus on homework help and reading resources.

## Information Technology & Collection Management

- **Lead creative initiatives that connect, enrich and inspire discovery.**
  - Media Centre service delivery plan for the Central Library.
  - The website plan reviewed and refined to enhance our ability to engage an ever-growing segment of customers.
  - Remote access to Horizon database to provide staff access to the catalogue and enable remote registration.
  - Emerging Technology Plan.
  - Updated technology service plans

## Information Technology & Collection Management

- **Demonstrate accountability and stewardship to ensure sustainability while building our capacity.**
  - eBook service adapted / aligned with trends
  - Centralized selection of adult materials.
  - Collections Management process review including library materials budget process and allocation and implement according to plan.
  - Wifi footprint of Spring Garden and Halifax North libraries expanded.

## Information Technology & Collection Management

- Maximize Aquabrowser Enhancements.
- Public computer booking software and policies/ procedures reviewed for improved service
- GroupWise conversion to Microsoft Outlook.
- Plan implementation for RFID (Radio Frequency Identification) and AMH (Automated Materials Handling) systems.

## Administrative Services

- **Improve Library Organizational Capacity; staff exemplify the Library's vision, mission and values.**
  - Transitional plans for key positions with potential retirement in 0-5 year time frame.
  - Training for managers and supervisors on Collective Agreement changes.
  - On-boarding Plan for management level positions.
  - Existing rewards and recognition initiatives reviewed and developed.
  - Core Competencies for all bargaining unit positions re-defined.
  - Behavioural Interviewing program and training materials revised.
  - All managers and supervisors trained in behavioural interviewing.



## Administrative Services

- **Improve Library Organizational Capacity; staff exemplify the Library's vision, mission and values.**
  - A staff employment equity survey conducted.
  - Orientation Program for new staff developed.

## Administrative Services

- **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.**
  - Council approval of the Halifax Public Libraries Master Facilities Plan.
  - The Halifax Public Libraries Master Facilities Plan integrated with HRM's capital plan.
  - Begin implementation of approved Master Facilities Plan recommendations.
  - Standards for facilities repair and upkeep.
  - Plan for eventual replacement or refurbishment of furniture and equipment.
  - Plan for internal security review of urban branches.

## Administrative Services

- **The Library is a community-centered system that fosters social understanding and cooperation among the diverse communities of the Municipality.**
  - Best practices employed for identified facility projects
  - Census data compiled and Branch Profiles available

## Administrative Services

- **Demonstrate accountability and stewardship to ensure sustainability while building our capacity.**
  - Financial policies and procedures reviewed and updated to ensure continued relevance and to develop best practices.
- **Develop and sustain aligned relationships and meaningful partnerships based on open communication and motivated participants.**
  - On-going collaboration with HRM to manage the development and implementation of the Central Library project, as members of the Central Library Steering Committee

## Restricted Capital Campaign Reserve

- **Contribute funds to the capital construction of the Central Library**
  - Implementation of Capital Campaign office and staffing.
  - Implementation of fund development software and database management.
  - Launch Campaign

**Questions?**