Halifax Public Libraries

2019/20 – 2020/21 Multi-Year 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 is committed to advancing Regional Council's priority outcomes of:

- Healthy, Liveable Communities – Recreation and Leisure;
- Healthy, Liveable Communities – Community Health;
- Social Development – Accessible Community;
- Social Development – Social Infrastructure;
- Social Development – Equity and Inclusion;
- Economic Development – Focus on the Regional Centre;
- Economic Development – Arts, Culture, and Heritage;
- Governance and Engagement - Communications
- Governance and Engagement - Public Engagement; and
- Governance and Engagement – Fiscal Responsibility.

Libraries are uniquely positioned to engage communities and the people who live in them – encouraging participation, facilitating connections, and proving 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.

A collection of almost 1 million items is available to borrow or use in-house, including print, DVDs, CDs, electronic resources, downloadable e-books, magazines, videos and audiobooks, and streaming audio and video services. In addition, a range of programs for all ages are designed in collaboration with communities including: reading development for children, homework help, teen volunteers, book talks and author visits, cultural and heritage events, literacy tutoring, income tax clinics, technology training, English language learning, as well as services and programs for newcomers to Canada.

Library spaces are designed to support reading, studying, access to technology (computer use, wireless access and gaming), meetings, socializing, connecting with people and the world. The recently improved website (halifaxpubliclibraires.ca) brings the Library to residents wherever they are, 24/7 and engages our public in sharing and exploring ideas through online learning including language learning and Lynda.com.

Halifax Public Libraries Organizational Chart
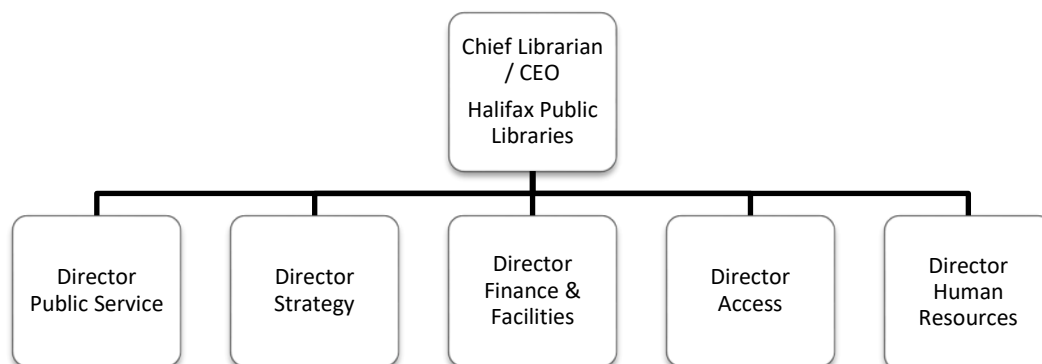
Funded Full Time Equivalents (FTEs)

Funded FTEs Includes full & part-time permanent positions	2018/19 Budget	Change (+/-)	2019/20 Budget
Full Time and Part Time	333.3	-2	331.3
Seasonal, Casual and Term	4.7	-	4.7
Total	**338**	**-2.0**	**336**

Business Unit Tax Allocation

Tax Allocation	2018/19 Budget	2019/20* Budget	2020/21 Budget
Percent of the average tax bill spent on Public Libraries	4.0%	4.0%	3.9%
Average tax bill amount spent on Public Libraries	$77.90	$78.00	$78.50

* Based on an average tax bill for a single-family home (assessed at $241,400 in 2019)

Multi-Year Initiatives (2019/20 – 2020/21)

Healthy, Liveable Communities – Recreation and Leisure

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.

Facilities Renewal
The Library will begin the implementation of Phase 1 of the Library Facilities Master Plan.

Governance and Engagement – Public Engagement

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.

Bedford Library
The Library will begin working toward the expansion/relocation of Bedford Public Library.

Our People – Engaged Workforce

Strategic Workforce Planning
Halifax Public Libraries will develop the Library's workforce to meet the current and future needs of the organization and the community.

Service Delivery – Service to Our People

Website Renewal
The Library will continue to develop content and functionality of its website to enhance the ability for the public to access online resources, and engage with the Library.

Diversity & Inclusion

Inclusive Workforce
Halifax Public Libraries is undertaking initiatives to advance diversity and inclusion to foster innovation and support an improved understanding of the community. Over the next two years, Halifax Public Libraries will focus on creating meaningful work opportunities for individuals from under-represented groups to ensure the Library reflects the community we serve.

Halifax Public Libraries Budget

Key Capital Investments

Regional Council Outcome Supported	Capital Project Name	2019/20 Gross Budget	2019/20 OCC	2020/21 Gross Budget
Healthy, Liveable Communities				
Recreation and Leisure	Bedford Library Replacement			$250,000
	Keshen Goodman Library Renovations	$500,000		

Operating Budget

Budget by Service Area

Service Area Budget Overview						
Service Area	**2017-18 Actual**	**2018-19 Budget**	**2018-19 Projections**	**2019-20 Budget**	**Δ 18-19 Bud.**	**2020-21 Budget**
Administrative Services	(2,924,726)	(3,779,700)	(3,006,100)	(3,588,700)	191,000	(3,588,700)
Information Technology/Collections	5,555,502	5,716,200	5,684,000	5,587,200	(129,000)	5,587,200
Branches/Public Services	18,162,609	18,977,900	18,236,500	18,966,300	(11,600)	18,966,300
Eng. Language Learning/Literacy	-	15,200	15,200	15,200	-	15,200
Restricted Funds	(446,494)	-	-	-	-	-
Capital Transactions	(183,783)	-	-	-	-	-
Net (Surplus)/Deficit	**20,163,108**	**20,929,600**	**20,929,600**	**20,980,000**	**50,400**	**20,980,000**

Summary of Changes - Proposed Budget

Summary of Proposed Changes			
Budget Year	**Change Description/Service Impact**	**Planned Change ($)**	**Amount**
2018/2019 Approved Budget			$ 20,929,600
Compensation	Positions reduced for attrition	(217,000)	
	Vacancy Management correction	276,000	59,000
Budget Adjustments	Materials reduction	(129,000)	
	Increased cost of leases and municipal taxes	65,000	
	Increased cost of Facility Maintenance	90,000	(8,600)
	Increased parking, photocopying and grant revenue less decreased fine revenue	(85,000)	
	Food Literacy Grant	50,400	
Total Proposed Changes			50,400
2019/2020 Proposed Budget			**$ 20,980,000**

Summary of Expense & Revenue

Summary of Expense & Revenue						
Expenditures	**2017-18** **Actual**	**2018-19** **Budget**	**2018-19** **Projections**	**2019-20** **Budget**	**2019-20** **Δ 18-19 Bud.**	**2020-21** **Budget**
Compensation and Benefits	20,087,021	19,894,300	19,508,900	19,953,300	59,000	19,953,300
Office	421,028	425,100	448,900	425,100	-	425,100
External Services	984,093	991,300	1,097,000	1,036,300	45,000	1,036,300
Supplies	88,130	123,700	129,200	123,700	-	123,700
Materials	274	-	1,400	-	-	-
Building Costs	1,182,664	1,438,900	1,628,200	1,503,900	65,000	1,503,900
Equipment & Communications	218,157	643,200	539,700	643,200	-	643,200
Vehicle Expense	952	-	600	-	-	-
Other Goods & Services	3,716,196	3,547,200	3,659,500	3,463,600	(83,600)	3,463,600
Interdepartmental	22,402	30,000	30,000	30,000	-	30,000
Other Fiscal	293,270	(50,800)	(51,200)	(800)	50,000	(800)
Total	**27,014,188**	**27,042,900**	**26,992,200**	**27,178,300**	**135,400**	**27,178,300**
Revenues	**2017-18** **Actual**	**2018-19** **Budget**	**2018-19** **Projections**	**2019-20** **Budget**	**2019-20** **Δ 18-19 Bud.**	**2020-21** **Budget**
Transfers from other Gov'ts	(4,972,667)	(4,916,000)	(4,968,700)	(4,916,000)	-	(4,916,000)
Fee Revenues	(903,853)	(977,300)	(873,900)	(977,300)	-	(977,300)
Other Revenue	(974,560)	(220,000)	(220,000)	(305,000)	(85,000)	(305,000)
Total	**(6,851,080)**	**(6,113,300)**	**(6,062,600)**	**(6,198,300)**	**(85,000)**	**(6,198,300)**
Net (Surplus)/Deficit	**20,163,108**	**20,929,600**	**20,929,600**	**20,980,000**	**50,400**	**20,980,000**

HALIFAX PUBLIC LIBRARIES SERVICE AREA PLANS (2019/20 - 2020/21)

Administrative Service

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

Services Delivered:

Governance and Engagement - Fiscal Responsibility

Strategy – Supporting the Library Board, Chief Librarian/CEO, Senior Management 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 process improvement 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.

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.

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. Donor relations, grant applications and follow-up secure important resources for the library.

Our People – Engaged Workforce

Human Resources – This service provides HR 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, payroll, training and development, recruitment and selection, organizational development, onboarding, compensation and benefits and volunteer oversight.

Governance and Engagement – Communications

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.

Service Delivery Measures

Administrative Service Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned	MBNC Median* 2017
Website visits	2,175,083	2,470,089	2,800,000	2,900,000	N/A
Facebook total reach	1,428,132	1,712,680	2,826,697	3,000,000	N/A
Twitter Impressions	3,600,559	2,589,684	3,194,481	3,100,000	N/A
Total Cost per Library Use	$2.09	$1.75	-	-	$2.01

* *Municipal Benchmarking Network Canada*

With the adoption of the 2017-2021 Strategic Plan, Ideas to Action, the Library has committed to five key priorities and nineteen goals. In order to achieve this ambitious plan, the Library will undertake a Strategic Workforce Plan with the aim of ensuring the right service and staffing models are in place to respond to our community's needs.

While the Library has a stable staff, there is relatively high proportion of part-time positions and considerable movement between positions within the system. The Library will work to identify ways to create stable, meaningful positions that reduces the amount of movement within the organization.

The way community members use library space is shifting, the demands on space have increased as the library transitions its service. Increasingly, the Library requires flexible, adaptable, and technology-enabled spaces. The Library will begin the execution of the first phase of the Library Facilities Master Plan.

Administrative Service Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Healthy, Liveable Communities – Energy & Environment
Improve Energy Performance of Library Branches (Est Compl: Q4 19/20) In partnership with HRM's Municipal Facilities Maintenance and Operations, complete analysis of energy performance of Halifax North Memorial Library, Keshen Goodman Library and Alderney Gate Library.
Healthy, Liveable Communities – Recreation and Leisure
New Bedford Public Library (Est Compl: Q4 19/20) Following community consultations, exploration of site options for the new Bedford Public Library will continue.
Branch Accessibility (Est Compl: Q4 19/20) The Library will implement changes to improve accessibility in all branches based on the outcome of accessibility audits. This will include preparing a work plan to address accessibility items identified.
Healthy Liveable Communities – Public Safety
Comfort Centres (Est Compl: Q4 20/21) The Library will work with Halifax Regional Fire & Emergency to identify and retrofit branches that can be opened to the public outside normal hours to serve as comfort centres in emergency situations.
Public Health and Safety (Est Compl: Q4 19/20) The Library will explore options to better support health and safety at all locations e.g. needle disposal; naloxone kits.

HALIFAX

2019/20 – 2020/21 Deliverables with Estimated Completion
Social Development – Equity and Inclusion
Inclusive Workforce (Est Compl: Q4 19/20) The Library will build a more inclusive workforce through partnerships with organizations working to increase the labour force participation of people with an intellectual disability or Autism Spectrum Disorder (ASD).
Dartmouth North Library Facility (Est Compl: Q4 19/20) The Library will work with Parks and Recreation and other partners to identify facility needs for the Dartmouth North Library and Community Centre.
Healthy Liveable Communities – Community Health
Youth Employment (Est Compl: Q4 20/21) The Library will explore offering youth designated employment opportunities, supporting youth development through mentorship and work experience.
Our People – Engaged Workforce
Staff Onboarding and Development (Est Compl: Q4 19/20) The Library will build a robust onboarding and development plan for each employee.
Employee Learning and Training (Est Compl: Q3 19/20) The Library will implement a learning and training platform.
Leadership Development (Est Compl: Q4 19/20) The Library will enhance leadership within the organization through staff development and strategic recruitment for management positions.
Diversity and Inclusion
Staff Diversity and Inclusion Program (Est Compl: Q4 19/20) The Library will develop and implement a human resources diversity and inclusion program including recruitment, training and ongoing support.
Service Excellence – Performance Excellence
Performance Excellence (Est Compl: Q4 19/20) The Library will invest in developing an organizational culture focused on service improvements and performance excellence.
Staffing Model Design (Est Compl: Q4 19/20) Through the Strategic Workforce Plan, the Library will develop a sustainable and financially viable staffing model that responds to current needs.
Governance and Engagement – Municipal Governance
Governance/Board Framework (Est Compl: Q4 19/20) The Library will develop a governance, risk and compliance framework.
Board Policies (Est Compl: Q4 19/20) The Library will review all board approved policies and procedures.

HALIFAX

Public Service

The Library's Public Service 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, borrow by mail and home delivery services and a range of electronic services and resources.

Services Delivered:

Library programs and services are provided through 14 library branches, including Central Library. Annually the library circulates of a wide variety of print and electronic library material. Library staff assists the public with information and leisure reading needs, provides 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 upgrading programs, food and technology learning, and meeting room rentals.

Beyond the branches, the Library proves outreach services across the Municipality's communities through pop-up programs, as well as borrow by mail and home delivery services. 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. 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.

Service Delivery Measures

Public Service Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned	MBNC Median* 2017
Registrant Cardholders as % of Population	53.02%	51.71%[1]	57%	57%	40.2%
Annual Library Uses [2] Per Capita	14,694,745 34.5	18,411,765[3] 42.6	20,615,967[3] 47.14	21,000,000	31.5
Annual Library Visits Per Capita	3,613,986 8.49	3,618,317 8.38	3,520,000 8.04	3,500,000	5.49
Total Circulation Per Capita	4,891,233 11.49	4,725,074 10.95	4,687,257 10.95	4,700,000	-
Physical collection circulation [4] Per Capita	4,172,191 9.79	3,919,000 9.08	3,980,000 9.10	3,980,000	-
Electronic Circulation[5] Per Capita	719,032 1.69	763,471 1.87	809,279 1.85	820,000	-
Home Delivery / Borrow by Mail Checkouts [6]	58,858	61,114	63,314	64,000	-
Program Attendance (Total) Per Capita	213,576 0.50	224,072 0.52	237,870 0.55	240,000	0.35
Information Questions Asked	297,913	289,841	288,826	288,826	-
Meeting Room Bookings	9,934	10,344	10,334	10,300	-

HALIFAX

Public Service Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned	MBNC Median* 2017
Volunteer Hours	34,462	38,537	38,000	38,000	-
Hours of Library service	38,667	40,499	41,642	41,642	-

Municipal Benchmarking Network Canada

1 Updated population numbers from Statistics Canada increased HRM population to 431,701 for 2017/18.

2 Library uses include in person visits, circulation (both electronic and digital), online activity, WiFi connections, program attendance, and technology use.

3 A new method of collecting WiFi connections in branch started in December 2016 creating an increase in overall visits for both the 2017/18 and the 2018/19 year.

4 Physical collection circulation includes all print books, magazines, CDs and DVDs. MBNCanada measure used for reference: Annual Non-Electronic Circulation Per Capita.

5 Electronic Circulation includes e-books and e-magazines. MBNCanada measure used for reference: Annual Electronic Circulation Per Capita.

6 Home Delivery/Borrow by Mail Checkouts are a subset of the physical collection circulation that are delivered or mailed to community members.

How the community uses library services is changing. Community members increasingly rely on the Library's electronic resources (e.g. e-books, public use computers, WiFi connections) or use library branches as a community hub where they connect with others. Daily users of the library often attend without checking out a book. It is anticipated that this trend will continue and overall circulation numbers will remain flat in spite of ever greater engagement of the community with the library. The Library will respond by continuing to re-evaluate our service approach and the information and social needs of individual users.

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 ensure that these services are offered to the community where they are most needed.

Public Service Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Service Excellence – Performance Excellence
One Desk Customer Service (Est Compl: Q4 20/21) The Library will undertake renovations to several branches to support consolidation of service points to a single customer service desk. It is anticipated that this will allow the Library to explore reallocation of library resources to provide increased open hours in some locations.
Healthy, Liveable Communities – Community Health
Food Strategy (Est Compl: Q4 19/20) The Library will undertake programming and partnerships to support food literacy and security.
Healthy, Liveable Communities – Recreation and Leisure
Hands-on Learning (Est Compl: Q4 19/20) The Library will increase public opportunities for creativity and skill development through hands-on learning experiences in the arts, cooking and technology.

HALIFAX

Social Development – Equity and Inclusion
Digital Equality/Digital Literacy (Est Compl: Q4 20/21) The Library will support digital literacy through the delivery of technology learning programs.
Adult Literacy (Est Compl: Q4 19/20) The Library will reduce barriers to learning opportunities by bringing literacy and learning opportunities into the community.
Truth and Reconciliation (Est Compl: Q4 20/21) Working with the Indigenous Community, the Library will implement changes in response to the Truth and Reconciliation Commission.
Incarcerated individuals (Est Compl: Q4 19/20) The Library will work with community partners to offer services to individuals who are incarcerated or recently released from correctional institutions.
Home Delivery Services (Est Compl: Q4 19/20) The Library will implement the recommendations from the Home Delivery Service review which will identify the best model for serving residents who are unable to visit the library because of long term illness, disabilities or caregiver responsibilities.
Library Community Navigator (Est Compl: Q4 19/20) The Library will assess the pilot of a Community Navigator position based at Central Library for possible expansion to other library locations.
Marginalized Communities (Est Compl: Q4 20/21) The Library will identify and implement service priorities for underserved and marginalized communities.
Diverse Communities (Est Compl: Q4 19/20) The Library will develop and expand partnerships to better reflect and respect the diversity of our many communities.
Social Development – Social Infrastructure
Outreach (Est Compl: Q4 19/20) The Library will offer services in our communities where they are most needed. Using the new outreach van, library kiosks, and other community engagement methods the Library will ensure access to library service to more individuals with a focus on underserved and vulnerable communities.
Reduce Social Isolation (Est Compl: Q4 19/20) The Library will reach out to vulnerable adults and reduce social isolation by providing opportunities for social connection, volunteering and support.

Access Services

Access Services provides of 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 WiFi, 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 WiFi in each of the library's locations.

Service Delivery Measures

Access Services Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned	MBNC Median* 2017
Annual Wireless Connections per Capita	1,191,244 2.80	3,867,221[1] 8.96	7,734,442 17.9	8,000,000 18.5	0.90
Annual Library Electronic Visits Per Capita	3,372,589 7.92	4,650,220 10.78	3,961,301 9.18	4,200,000	8.03
Public Use Computers hours of use	358,849	367,666	370,000	370,000	-
Catalogue Logins	1,272,448	1,244,844	1,200,000	1,320,000[1]	-
Collection Size Per Capita[2]	917,562 2.15	879,723[3] 2.04	901,696 2.09	912,600 2.11	2.24
Materials expenditures per capita	$4.66	$4.80	$4.80	$4.80	$3.04[4]

Municipal Benchmarking Network Canada
1 Planned increase of 10% due to improved website.
2 MBNCanada measure used as reference: Number of Library Holdings per Capita
3 Does not include investment in new online streaming music, video, and online learning tools
4 MBNCanada measure used as reference: Annual Dollar Amount spent on General Library Materials per Capita

While use of the traditional collection remains constant, use of e-books and digital resources continues to rise significantly. Improvements to the digital collection are important to ensure we are able to respond to the demand. This has been particularly important with the launch of the Library's new website which has increased the visibility of the library collection and has better integrated the print and digital collections. Over the past years, the Library has enhanced its reach by building collections of technological, cultural, practical, and otherwise non-traditional items, and enhancing its existing collections of cultural and language-based (African Nova Scotian,

HALIFAX

Indigenous, multilingual) materials. Some examples of recent non-traditional items for loan include radon detectors, musical instruments, and light therapy lamps.

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. 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 our community and the provision of reliable, up-to-date technology through the library is an essential service for many.

Access Services Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Service Excellence - Performance Excellence
Materials Handling Efficiencies (Est Compl: Q4 19/20) The Library will explore opportunities to enhance its automated materials handling processes and equipment to improve efficiency and deliver of the collection.
Process Improvements (Est Compl: Q4 19/20) The Library will apply Lean 6 Sigma to processes to increase efficiency and improve service.
Service Delivery – Service to our People
Customer Convenience (Est Compl: Q4 19/20) The Library will explore opportunities to expand self-serve technology in branches, increasing convenience to the public.
Social Development – Equity and Inclusion
Digital Equality/Internet Access (Est Compl: Q4 19/20) Find opportunities to provide internet access outside the physical library for those who can currently only access this service in branch.
Digital Equality/Lending Devices (Est Compl: Q4 19/20) Build our community's access and comfort using technology by lending devices paired with content and instruction.
Our People – Engaged Workforce
Technology Training (Est Compl: Q4 19/20) Build internal capacity to provide extensive technology training and support for staff and the public.

Summary of Net Expenditures - Halifax Public Libraries

Expenditures	2017-18 Actual	2018-19 Budget	2018-19 Projections	2019-20 Budget	2019-20 Δ 18-19 Bud.	2020-21 Budget
B011 Administrative Services	(2,924,726)	(3,779,700)	(3,006,100)	(3,588,700)	191,000	(3,588,700)
* Administrative Services	(2,924,726)	(3,779,700)	(3,006,100)	(3,588,700)	191,000	(3,588,700)
B012 IT & Collection Mgmt	5,555,502	5,716,200	5,684,000	5,587,200	(129,000)	5,587,200
* Information Technology/Collecti	5,555,502	5,716,200	5,684,000	5,587,200	(129,000)	5,587,200
B013 Communications & Mkt	553,384	648,200	648,200	648,200		648,200
B014 Information Services						
B021 Alderney Gate Library	1,384,142	1,440,300	1,297,800	1,440,300		1,440,300
B022 Alderney Gate Youth						
B031 LKD Spr.Garden Gen						
B032 LKDSpr. Gard Library						
B033 Spring Garden Youth						
B034 Central Library	4,845,224	5,358,500	5,051,100	5,231,500	(127,000)	5,231,500
B035 Central, Parkg/Plaza	120					
B041 Branch Library Services	1,280,766	1,108,600	1,103,300	1,159,000	50,400	1,159,000
B042 Cole Harbour Library	937,430	949,000	945,200	949,000		949,000
B043 Dartmouth North Library	421,084	417,700	430,000	417,700		417,700
B044 Sackville Library	881,120	925,400	845,900	925,400		925,400
B045 Woodlawn Library	1,921,023	1,993,000	1,883,300	2,058,000	65,000	2,058,000
B046 Bedford Library	819,333	833,900	783,500	833,900		833,900
B047 Cpt Wil.Spry Library	715,005	746,300	728,100	746,300		746,300
B048 Halifax North Library	827,148	855,400	945,500	855,400		855,400
B049 Keshen Goodman Library	1,819,677	1,928,100	1,840,100	1,928,100		1,928,100
B050 Locked Outreach Services						
B051 Musq. Harb. Library	279,539	266,800	280,000	266,800		266,800
B052 Shatford Memorial Library	210,455	200,700	201,500	200,700		200,700
B053 Sheet Harbour Library	259,897	259,300	261,700	259,300		259,300
B054 Tantallon Library	997,552	1,046,700	991,300	1,046,700		1,046,700
B055 Merchandise Sales	9,709					
* Branches/Public Services	18,162,609	18,977,900	18,236,500	18,966,300	(11,600)	18,966,300
B064 ESL		10,200	10,200	10,200		10,200
B065 Literacy		5,000	5,000	5,000		5,000
B074 ELL Ops						
B075 Literacy Operations						
* Eng. Lang. Learning/Literacy		15,200	15,200	15,200		15,200
** Library General Rate	20,793,386	20,929,600	20,929,600	20,980,000	50,400	20,980,000
B061 Special Projects	12,379					
B062 Restricted Colpitts	(35,005)					
B063 Res Capital Campaign	(283,869)					
B067 Justice	(140,000)					
* Restricted Funds	(446,494)					
** Library Restricted Funds	(446,494)					
B071 Capital Transactions	(183,783)					
** Capital Transactions	(183,783)					
Net (Surplus)/Deficit	**20,163,108**	**20,929,600**	**20,929,600**	**20,980,000**	**50,400**	**20,980,000**

Summary Details - Halifax Public Libraries

Expenditures	2017-18 Actual	2018-19 Budget	2018-19 Projections	2019-20 Budget	2019-20 Δ 18-19 Bud.	2020-21 Budget
6001 Salaries - Regular	16,694,713	17,136,800	16,160,600	16,919,800	(217,000)	16,919,800
6002 Salaries - Overtime	41,603					
6054 Vacation payout	15,548					
6100 Benefits - Salaries	3,119,511	3,401,500	3,050,700	3,401,500		3,401,500

HALIFAX

Expenditures	2017-18 Actual	2018-19 Budget	2018-19 Projections	2019-20 Budget	Δ 18-19 Bud.	2020-21 Budget
6110 Vacancy Management		(921,800)		(645,800)	276,000	(645,800)
6152 Retirement Incentives	145,655	138,900	164,500	138,900		138,900
6154 Workers' Compensation	126,086	138,900	133,100	138,900		138,900
6155 Overtime Meals	174					
6194 Sick Bank allowance	(67,600)					
6199 Comp & Ben InterDept	(48,905)					
9200 HR CATS Wage/Ben	46,393					
9210 HR CATS OT Wage/Ben	13,843					
* Compensation and Benefits	20,087,021	19,894,300	19,508,900	19,953,300	59,000	19,953,300
6201 Telephone	101,289	104,000	104,000	104,000		104,000
6202 Courier/Postage	24,982	21,000	25,000	21,000		21,000
6203 Office Furn/Equip	58,362	41,700	56,500	41,700		41,700
6204 Computer S/W & Lic	53,986	78,600	78,600	78,600		78,600
6205 Printing & Reprod	38,999	30,000	30,000	30,000		30,000
6207 Office Supplies	87,585	75,000	80,000	75,000		75,000
6208 Binding	13,545	13,000	13,000	13,000		13,000
6299 Other Office Expenses	42,280	61,800	61,800	61,800		61,800
* Office	421,028	425,100	448,900	425,100		425,100
6301 Professional Fees	113,138	15,600	15,600	15,600		15,600
6302 Legal Fees	4,414	10,000	5,000	10,000		10,000
6304 Janitorial Services	484,337	465,500	502,100	510,500	45,000	510,500
6308 Snow Removal	39,604	64,300	64,300	64,300		64,300
6311 Security	14,853	50,000	50,000	50,000		50,000
6312 Refuse Collection	20,434	28,000	28,000	28,000		28,000
6399 Contract Services	307,312	357,900	432,000	357,900		357,900
* External Services	984,093	991,300	1,097,000	1,036,300	45,000	1,036,300
6401 Uniforms & Clothing	1,558	700	1,200	700		700
6406 Bridge Tolls	1,868	2,000	2,000	2,000		2,000
6407 Clean/Sani Supplies	47					
6499 Other Supplies	84,657	121,000	126,000	121,000		121,000
* Supplies	88,130	123,700	129,200	123,700		123,700
6504 Hardware	247		1,400			
6511 Salt	27					
* Materials	274		1,400			
6602 Electrical	7,904					
6603 Grnds & Landscaping	3,244	4,000	4,000	4,000		4,000
6605 Municipal Taxes	244,452	282,500	276,200	302,500	20,000	302,500
6607 Electricity	455,106	556,000	556,000	556,000		556,000
6608 Water	54,170	44,600	44,600	44,600		44,600
6609 Elevator & Escalator	22,827	21,500	22,000	21,500		21,500
6610 Building - Exterior	225					
6611 Building - Interior	647					
6612 Safety Systems	16,670	1,600	1,600	1,600		1,600
6614 Envir Assess/Cleanup	2,136					
6616 Natural Gas-Buildings	108,466	187,900	187,900	187,900		187,900
6617 Pest Management	1,375					
6699 Other Building Cost	265,441	340,800	535,900	385,800	45,000	385,800
* Building Costs	1,182,664	1,438,900	1,628,200	1,503,900	65,000	1,503,900
6701 Equipment Purchase	109,348	485,000	369,000	485,000		485,000
6705 Equip - R&M	240	3,000	3,000	3,000		3,000
6706 Computer R&M	88,234	143,700	143,700	143,700		143,700
6707 Plumbing & Heating	1,965					
6708 Mechanical Equipment	18,370	11,500	24,000	11,500		11,500
* Equipment & Communications	218,157	643,200	539,700	643,200		643,200

HALIFAX

Expenditures	2017-18 Actual	2018-19 Budget	2018-19 Projections	2019-20 Budget	Δ 18-19 Bud.	2020-21 Budget
6803 Vehicle Fuel - Diesel	310					
6804 Vehicle Fuel - Gas	643		600			
* Vehicle Expense	**952**		**600**			
6901 Membership Dues	9,571	18,000	10,000	18,000		18,000
6903 Travel - Local	40,154	40,000	45,000	40,000		40,000
6904 Travel - Out of Town	21,537	71,900	90,000	71,900		71,900
6905 Training & Education	106,726	100,000	150,000	100,000		100,000
6911 Facilities Rental	1,111,031	1,055,100	1,091,100	1,100,100	45,000	1,100,100
6912 Advertising/Promotio	55,141	40,400	48,200	40,400		40,400
6917 Books and Periodicals	2,153,150	2,075,500	2,067,400	1,946,500	(129,000)	1,946,500
6918 Meals	1,431					
6928 Committee Expenses	10,765	8,000	10,000	8,000		8,000
6938 Rewarding Excellence	225		5,000			
6946 Branch Programming	63,224	54,700	57,400	54,700		54,700
6947 Literacy/Heritage Pr	81,588	9,500	9,500	9,500		9,500
6950 Region.Serv.Program	59,225	72,900	71,900	73,300	400	73,300
6999 Other Goods/Services	2,428	1,200	4,000	1,200		1,200
* Other Goods & Services	**3,716,196**	**3,547,200**	**3,659,500**	**3,463,600**	**(83,600)**	**3,463,600**
7009 Internal Trfr Other	20,638					
7012 Int Trf Print/Reprod		30,000	30,000	30,000		30,000
9911 PM Labour-Reg	1,764					
* Interdepartmental	**22,402**	**30,000**	**30,000**	**30,000**		**30,000**
8008 Transf to/fr Reserve		(50,000)	(50,000)		50,000	
8022 Transf to/fr Trust	(786)	(800)	(1,200)	(800)		(800)
8045 Amortization Expense	294,056					
* Other Fiscal	**293,270**	**(50,800)**	**(51,200)**	**(800)**	**50,000**	**(800)**
** Total	**27,014,188**	**27,042,900**	**26,992,200**	**27,178,300**	**135,400**	**27,178,300**

Summary Details - Halifax Public Libraries						
Revenues	2017-18 Actual	2018-19 Budget	2018-19 Projections	2019-20 Budget	Δ 18-19 Bud.	2020-21 Budget
4703 Cond.Grant NS(Other)	(4,972,667)	(4,916,000)	(4,968,700)	(4,916,000)		(4,916,000)
* Transfers from other Gov'ts	**(4,972,667)**	**(4,916,000)**	**(4,968,700)**	**(4,916,000)**		**(4,916,000)**
4902 Fines Fees	(284,493)	(375,500)	(243,500)	(375,500)		(375,500)
5101 Parking Rentals	(246,262)	(204,000)	(257,900)	(204,000)		(204,000)
5102 Facilities Rentals	(128,069)	(171,800)	(144,900)	(171,800)		(171,800)
5151 Lease Revenue	(122,979)	(120,000)	(120,000)	(120,000)		(120,000)
5204 Administration Fees	(9,329)	(8,800)	(8,800)	(8,800)		(8,800)
5227 Photocopier Revenue	(112,722)	(97,200)	(98,800)	(97,200)		(97,200)
* Fee Revenues	**(903,853)**	**(977,300)**	**(873,900)**	**(977,300)**		**(977,300)**
5508 Recov External Parti	(94,772)					
5520 Donations	(316,101)	(15,000)	(15,000)	(15,000)		(15,000)
5600 Miscellaneous Revenue	(563,687)	(205,000)	(205,000)	(290,000)	(85,000)	(290,000)
* Other Revenue	**(974,560)**	**(220,000)**	**(220,000)**	**(305,000)**	**(85,000)**	**(305,000)**
** Total	**(6,851,080)**	**(6,113,300)**	**(6,062,600)**	**(6,198,300)**	**(85,000)**	**(6,198,300)**
Net (Surplus)/Deficit	20,163,108	20,929,600	20,929,600	20,980,000	50,400	20,980,000

HALIFAX