

Good Afternoon,

**Re: 2022 – 2026 Financial Plan: Retooled, Revived and Ready!**

On behalf of the Board of Trustees of Vancouver Island Regional Library (VIRL), please find attached important information regarding the recently adopted [2022 – 2026 Financial Plan: Retooled, Revived and Ready!](#)

This information can also be found at <https://virl.bc.ca/about/reports-and-plans/>.

As dictated by provincial legislation, the VIRL Board has adopted a balanced budget for 2022. The Financial Plan and supporting information (which includes an [At a Glance sheet](#) for both the entire organization and your community and a [media release](#)) provides you with the necessary details to address questions that may arise in your community.

The Board has adopted a balanced budget of \$31,274,714 for 2022. Municipal and regional levies will contribute \$25,440,431 to the Library budget, an average increase of 3.84%. The Budget was supported by all Trustees in attendance.

In adopting the 2022 budget, the Board has agreed to a one-year hiatus on all new Capital Projects in 2022. This comes on the heels of skyrocketing construction and material costs as a result of the pandemic, and provides VIRL an opportunity to reevaluate Capital priorities as costs begin to rebound. Some projects will continue in 2022 because the projects were underway at the time the hiatus was enacted. For information on VIRL’s Capital Projects, visit the [Capital Projects page](#).

During the pandemic, the Board has seen how VIRL has the resilience and responsiveness to rise above the many challenges and disruptions. From ongoing pandemic recovery to furthering true and meaningful reconciliation, serving marginalized community members to ensuring families have spaces to interact, the 2022 Budget reflects the Board’s commitment to library services on Vancouver Island, Haida Gwaii, and the Central Coast.

Sincerely,



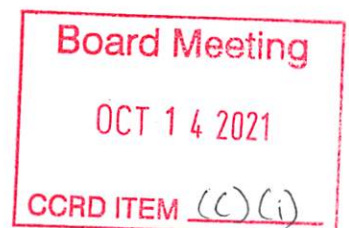
Gaby Wickstrom

Chair, Vancouver Island Regional Library Board of Trustees

***Sent on behalf of Gaby Wickstrom, Chair, Vancouver Island Regional Library Board of Trustees***



**Mariah Patterson**  
Executive Assistant  
Vancouver Island Regional Library





## Media Release

FOR IMMEDIATE RELEASE

### **Vancouver Island Regional Library is Retooled, Revived and Ready with 2022 Budget**

*September 25, 2021, Nanaimo, BC* – The Vancouver Island Regional Library (VIRL) Board of Trustees has adopted the [2022 – 2026 Financial Plan: Retooled, Revived, Ready!](#) At the September 25 meeting, the Board adopted a balanced budget of \$31,274,714 for 2022. Municipal and regional levies will contribute \$25,440,431 to the Library budget, an average increase of 3.84% over 2021. Because the Board approved a one-year hiatus on all new Capital Projects for 2022, the total budget decreased from \$39 million in 2021.

The Budget was supported by all Trustees in attendance.

“The 2022 Budget acknowledges the persistence of the global COVID-19 pandemic and also reflects VIRL’s remarkable ability to adapt our services in support of our communities during this challenging period,” says Joel Adams, VIRL’s Director of Finance. “By taking the long view and by recognizing the important role our libraries can play in helping our communities recover, our Board of Trustees is signaling their confidence in our staff, our services, and our ability to innovate and evolve.”

In adopting the 2022 budget, the Board has agreed to a one-year hiatus on all new Capital Projects in 2022. This comes on the heels of skyrocketing construction and material costs as a result of the pandemic, and provides VIRL an opportunity to reevaluate Capital priorities as costs begin to rebound. Some projects will continue in 2022 because the projects were well underway at the time the hiatus was enacted. For information on VIRL’s Capital Projects, visit the [Capital Projects page](#).

“If 2020 showed the Board anything, it’s that VIRL has the resilience and responsiveness to rise above the challenges of the pandemic,” says Gaby Wickstrom, Chair of the VIRL Board of Trustees. “From ongoing pandemic recovery to furthering true and meaningful reconciliation, serving marginalized community members to ensuring families have spaces to interact, this budget reflects the Board’s commitment to library services on Vancouver Island, Haida Gwaii, and the Central Coast.”

For more information about the 2022 – 2026 Financial Plan, visit <https://virl.bc.ca/about/reports-and-plans/>

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#### **For more information**

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## VIRL EXECUTIVE COMMITTEE



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# YOUR VOICE

# YOUR LIBRARY

## STRATEGIC PRINCIPLES

### PRINCIPLE 1: COMMUNITY

Vancouver Island Regional Library serves dozens of unique communities up and down Vancouver Island, the Central Coast and Haida Gwaii. By engaging and listening to our diverse populations, we can create partnerships, understanding and excitement in our cities and towns.

Vancouver Island Regional Library will continue to expand engagement and partnership opportunities, as well as increase advertising and promotion to show that the library is a vibrant, welcoming place for people of all socioeconomic groups, cultures and literacy levels.

### PRINCIPLE 2: COLLECT. CONNECT. COLLABORATE. CREATE.

The library of the 21st Century is a mix of the traditional physical space and of the digital, "always-on" world. Excellence in programming and collections (both print and digital) empowers our communities by providing services and resources that contribute to a more knowledgeable and connected society. Vancouver Island Regional Library seeks to identify and address the educational and recreational needs of our customers. As well, we seek new ways to reach those who are not aware of the resources we have to offer.

The library is a place of lifelong learning and inspiration. We strive to provide our communities with access to the information they need - whenever or wherever that may be.

### PRINCIPLE 3: PLACES AND SPACES

Vancouver Island Regional Library branches are key gathering places within our communities. We must continue to improve both the facilities and technology throughout our system to ensure that our libraries are vibrant, welcoming and inclusive hubs.

Since 2011, we have renovated or built eleven branches across the Vancouver Island Regional Library service area. Assessing the needs of each unique community when renovating and building facilities is a crucial component of our ongoing success.

In addition, our online presence and information technology (IT) infrastructure needs continuous and consistent stewardship and development to ensure that we meet the current and future technological needs of our customers

### PRINCIPLE 4: LIFE AT WORK

Like many other large multi-generational public service sectors, we are experiencing workplace challenges and adjustments. Our workforce spans the full spectrum of age ranges and includes Baby Boomers, Gen Xers, and Millennials. Each generation collectively maintains different values, attitudes, behaviour and approaches to decision making. Additionally, we are experiencing a rise in retirements from long-serving staff members.

To succeed as an organization, Vancouver Island Regional Library recognizes that it needs to support staff (and ultimately library customers) by respecting the multiple perspectives our employees represent. To do this, we must continually promote positive employer/union relations and improve our methods of communication, decision making and project management to create an effective and productive workplace culture.

# RETOOLED

## REVIVED...and READY!

The Vancouver Island Regional Library (VIRL) Budget & Financial Plan funds the operation of 39 service locations, a robust virtual library available 24/7 through VIRL's website, system-wide collections and resources, and a variety of literacy, recreational and educational based programs. As VIRL continues to take cautious steps towards a still evolving "new normal", this plan positions us to be **retooled** for the path ahead, **revived** and energized in our services to support our communities, and **ready** to move forward as a dynamic, purpose-driven library system.

In 2021, the Board of Trustees stood strong behind their principles and policies, and renewed Your Voice. Your Library. to drive the next 24 months, confident staff could deliver a service plan that would:

- Connect Family, Friends and Community
- Tackle Social Isolation
- Deliver Quality of Life Service
- Embrace Safety and Security

The 2022 budget is prepared with the focus of ensuring VIRL achieves sustainability of its operations, while moving into the future and meeting the unique needs of each community it services.

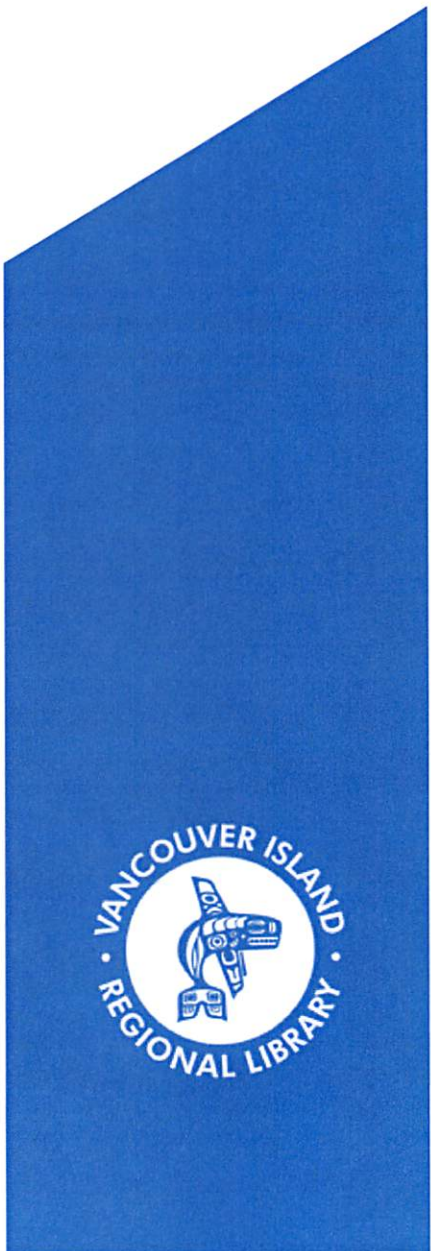
2022 will see development of VIRL's 2023-2027 Strategic Plan, which will provide valuable information on what VIRL's communities expect from library services. The Strategic Plan will inform future decisions and establish priorities for service delivery.

### INCREASE TO TOTAL LEVY:

<b>OPERATING LEVY</b>	<b>1.50%</b>
<b>CAPITAL LEVIES</b>	<b>1.00%</b>
<b>BUSINESS CASES</b>	<b>1.34%</b>

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**3.84%**



# 2022 PRIORITIES

## RETOOLED

VIRL staff responded to the pandemic by developing new areas of programming, embracing online and virtual activities, and being creative in how they interacted with customers and engaged with communities. With resuming of service now closer than ever, VIRL will build on these experiences and relationships to further develop how we form part of the fabric of our communities.

## REVIVED

VIRL is adapting and evolving, and moving full steam ahead to add value in our communities. VIRL isn't standing still, and exciting initiatives continue to be developed based on the current strategic plan. As service locations open to the public, VIRL will expand these initiatives and respond to the needs of our customers and communities.

## READY!

We are ready to meet the challenges of today and spring forward into the future! VIRL continues to offer incredible service, and amazing value for money. We plan to engage customers in innovative ways, and ensure when we are able to fully reopen our doors, they will be amazed with what they find.



# 2022 BUDGET HIGHLIGHTS

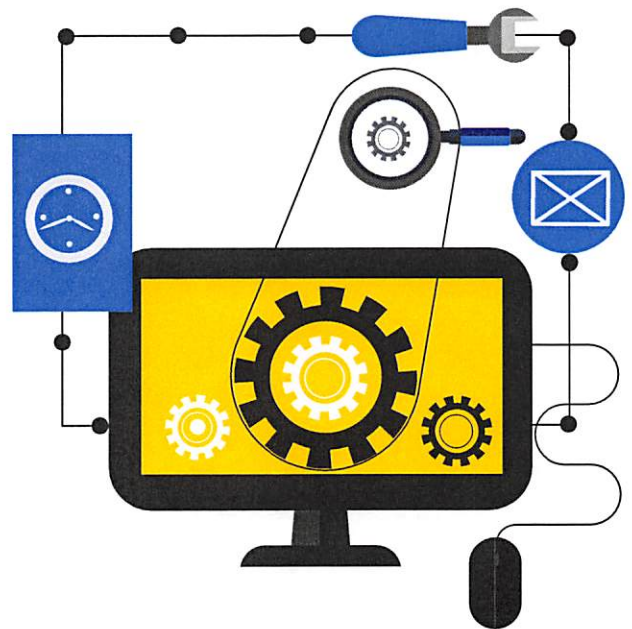
- Operational and service levels can be maintained through a 1.5% increase to the Operating Levy.
- Additional increases to the operating levy related to business cases totaling 1.34%. (Schedule A)
- CFMP and Capital Plan can continue with a 1% increase to Capital Levies. (Schedule A)
- Specific items impacting Revenues: (Schedule C)
  - Member levies are proposed to increase by \$939,901 over 2021, an increase of 3.84%. See Appendix A regarding the calculation and apportionment of the Total Member Levy;
  - No revenue from overdue fees, due to the business cases supporting elimination of fines;
  - Grant funding is expected to remain at 2021 levels, as there has been no indication of changes to the per capita and other grants received from the Province;
  - Investment and rental income are expected to decrease over the 2021 budget, mainly due to forecasted average reserve funds being lower than prior years as the reserves are used to fund capital expenditures; and
  - Transfers from reserves are expected to decrease by \$2,758,859 based on the timing of completed capital projects.
- Specific items impacting Operating Expenditures: (Schedule C)
  - Travel expenses and Board of Trustees expenses are expected to decrease, as electronic meetings are used more frequently. In-person Board meetings cost between \$10,000 - \$15,000 each for room rental and travel/accommodation costs, while electronic meetings are under \$1,000;
  - Office expenses and promotion expenses are expected to decrease over 2021;
  - Branch and facility costs are expected to increase, due to inflationary increases and the operating costs associated with a larger space in Sooke. Operating costs for Sooke are offset by reductions in rent and property taxes paid at its current leased location;
  - Operating expenses including computer and networking costs, and professional fees are expected to increase based on planned activities for 2022;
  - Wages are expected to increase based on scheduled increases within the collective agreements, expanding the size and staffing of new buildings, and realigning the staffing complement in administration and at branches; and
  - Library materials are budgeted to maintain an increase of 3%, consistent with previous years.

## Breakdown of Capital Budget (Schedule C)

A 1.0% increase brings total capital levies for 2022 to \$3,953,454. Existing commitments included in the capital plan are as follows:

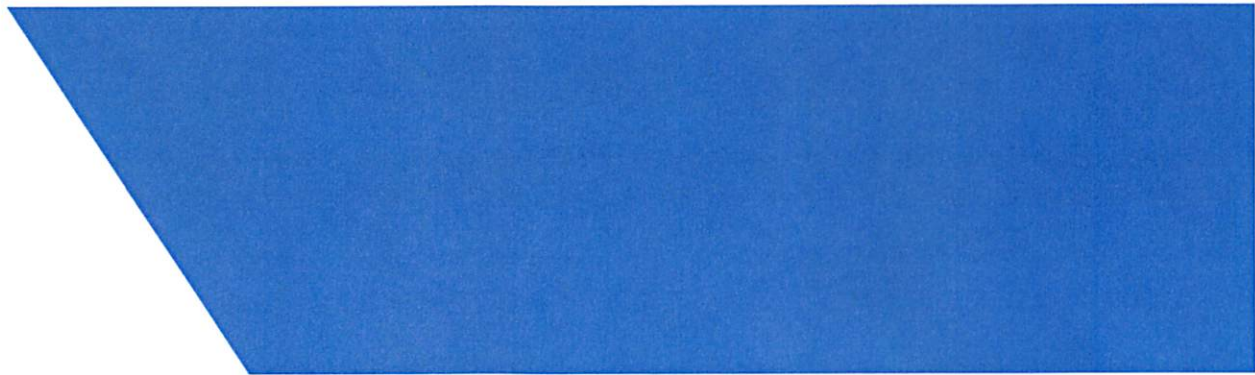
- Estimated long-term borrowing repayments for 2022 are \$1,392,657
- Nanaimo Harbourfront branch scheduled replacement of roof and HVAC units (budget \$1 million)
- Annual maintenance of FFE (\$350,000)
- Annual maintenance of IT branch and network equipment (\$650,000)
- Scheduled replacement of a VIRL delivery vehicle (\$75,000)

The remaining \$485,797 is for branches due for maintenance, and for any unplanned items that arise. These amounts will be utilized without accessing existing reserve funds, making the 2022 capital plan revenue neutral. As supported by the Executive Committee, the 2022 capital plan includes a hiatus on starting any major capital projects. Projects scheduled for 2021 may carry into 2022. The 2022 capital plan includes continued maintenance of existing branches, which is critical to ensuring deferred maintenance does not become an issue impacting service levels provided to customers.



# HIGHLIGHTS

The past few years will always be memorable because of the global pandemic that brought the world to a standstill. As we look back, the pandemic is impossible to ignore, and yet there was so much VIRT introduced, engaged in and explored—as we reflect on the highs, lows, and in-betweens, one thing is certain: It has been an extraordinary time.





# 2020 HIGHLIGHTS



**NEW CHEMAINUS BRANCH  
OPENS TO THE COMMUNITY!**



**CONSTRUCTION UNDERWAY  
FOR NEW SOOKE LIBRARY**



**NEW TAKEOUT SERVICE  
KICKS OFF**



**ONLINE STORYTIME TAKES OFF**



**VIRL CONNECT WINS ALA INTERNATIONAL AWARD!**



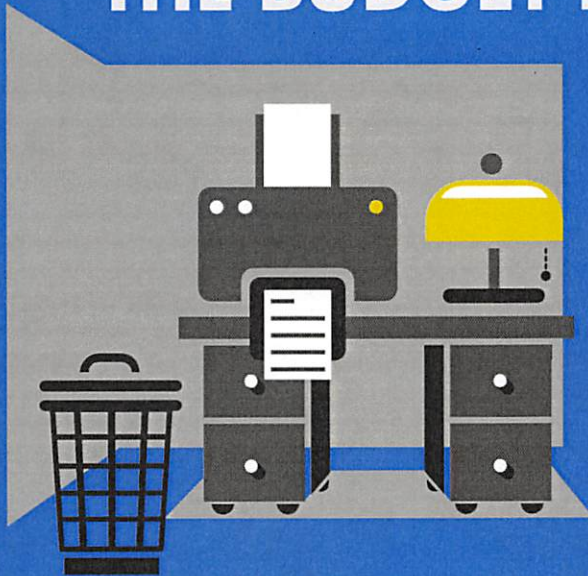
**A NEW BRANCH FOR WOSS**

# THE LEVY

The 2022 Budget is composed of two distinct components: the Operating Budget and the Capital Budget. Together, these components make up the 2022 Budget.

The Levy is a key part of the 2022 Budget. Each year, the Board sets the Total Member Levy which is allocated to each member based on the formula in the Library Act for Regional Libraries. Schedule D includes the detailed levy information for each member.

## THE BUDGET PROCESS



- 1 BOARD OF TRUSTEES  
ARE PRESENTED THE BUDGET ASSUMPTIONS
- 2 STAFF  
DEVELOP BUDGET FIGURES
- 2 EXECUTIVE LEADERSHIP  
EVALUATES AND RECOMMENDS
- 3 EXECUTIVE COMMITTEE  
EVALUATES AND RECOMMENDS
- 5 BOARD OF TRUSTEES  
ADOPTS

# BUDGET SUMMARY



The 2022 Budget and Financial Plan is mindful of the economic environment, allocating resources to balance needs and aspirations of the present without compromising those of the future. The Board's budget and financial planning contributes to VIRL's sustainability by developing a longer-term view of VIRL requirements and attempts to balance the timing and funding of programs, corporate initiatives, infrastructure renewal and revitalization of service locations essential to maintaining a relevant library system.

Refer to Appendix A for how the Total Member Levy is allocated, and to Appendix B for additional information on the Operating and Capital Budgets. VIRL continues to operate in an environment where 94.7% of its operating expenditures are fixed, based on contractual obligations. This leaves limited room for revising expenses beyond the spending levels proposed in this financial plan, without negatively impacting the level of service provided to customers.

## OPERATING BUDGET

- Increase in Operating Levy of 2.84%. This change includes:
  - A 1.50% increase to respond to inflationary pressures and maintain service levels from 2021;
  - Business cases totaling 1.34%.
- Addresses key operating factors such as:
  - Cost increases to branch operating expenses outside of VIRL's control, such as rent and janitorial costs, are maintained;
  - Maintains branch programming at 2021 service levels.

## CAPITAL BUDGET

- Increase in Capital Levies of 1.0%. This change enables VIRL to address required maintenance and build capital reserves to fund future projects.
- Deferred and preventative maintenance continue to be addressed in order to adequately maintain existing facilities.
- Specific funding identified for maintenance at owned branches, as well as IT infrastructure and equipment, furniture and equipment, and replacement of a delivery vehicle. These initiatives are funded through use of capital reserves.



2022

# CAPITAL PROJECTS

As supported by the Executive Committee, the 2022 Capital Plan includes a one year hiatus on major capital projects originally planned to begin in 2022. This hiatus will be reassessed as part of the 2023 budget process. However, it is critical that preventative maintenance for existing branches continue and is not deferred to respond to health and safety or structural issues, or any negative impact to service levels.

The hiatus on planning of major capital projects for 2022 will accomplish two key strategies:

1. Allow construction prices to level out, so prices are more predictable than the current market allows.
2. Completion of the review and updating of the Consolidated Facilities Master Plan (CFMP), as proposed in Business Case: Reconsideration of CFMP.

Once these items are achieved, VIRL will restart the planning process for these important projects. In the meantime, VIRL's capital program will continue in the areas of addressing deferred maintenance, performing preventative maintenance, replacement of IT equipment, and addressing other required maintenance items as they arise.



SINCE THE BOARD ADOPTED THE CONSOLIDATED FACILITIES MASTER PLAN (CFMP) IN 2010, THE BOARD HAS APPROVED FUNDING FOR NEW BUILDS OR REFURBISHMENTS IN 18 BRANCHES:

QUADRA	2011	PORT HARDY	2016
BELLA COOLA	2011	HORNBY ISLAND	2016
GABRIOLA ISLAND	2012	NANAIMO WELLINGTON	2017
PORT RENFREW	2013	PARKSVILLE	2019
CORTES ISLAND	2013	SIDNEY/NORTH SAANICH	2019
NANAIMO NORTH	2014	SAYWARD	2019
CUMBERLAND	2014	CHEMAINUS	2020
COWICHAN LAKE	2014	WOSS	2020
CAMPBELL RIVER	2015		
NANAIMO HARBOURFRONT	2015		

# THE 2022 BUDGET

## CAPITAL PROJECTS

Capital projects for 2022 represent the capital funding required, and form part of the proposed 2022 budget. Projects for 2023-2026 are estimates for planning and budgeting purposes, and will be finalized as preliminary project activities are completed. The year assigned to a project represents the year it is expected to be completed. Changes to budget amounts will be communicated to the Board.

*Note: Projects with an asterisk ("\*") have been identified as priorities and assigned an estimated year of completion in the Capital Plan, but no funding has been allocated as the amount.*

### LARGE/URBAN BRANCHES

BRANCH	2022	2023	2024	2025	2026	2027 AND BEYOND	FUNDING SOURCE	PROJECT DESCRIPTION
Nanaimo Harbourfront	1,000,000					300,000	Long Term Maint. Reserve	Furnishing, HVAC, Roof Maintenance
Cowichan		TBD						Refurbishment
Qualicum Beach		TBD						Refurbishment
Nanaimo North					600,000		Long Term Maint. Reserve	Furnishing, Roof Maintenance
Nanaimo Wellington						250,000	Long Term Maint. Reserve	Refresh
<b>Total Renovations</b>	<b>1,000,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>600,000</b>	<b>550,000</b>		
<b>New or Expanded Branches</b>								
Campbell River	TBD							
Ladysmith			TBD					New & Expanded Branch
North Saanich				TBD				New & Expanded Branch
<b>Total New/Expanded</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<b>Total Large/Urban</b>	<b>1,000,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>600,000</b>	<b>550,000</b>		

# CAPITAL BUILDS COMMUNITIES

The Woss branch is an example of the Capital Budget at work. In 2020, VIRL opened the space to excited customers eager to use their new library.



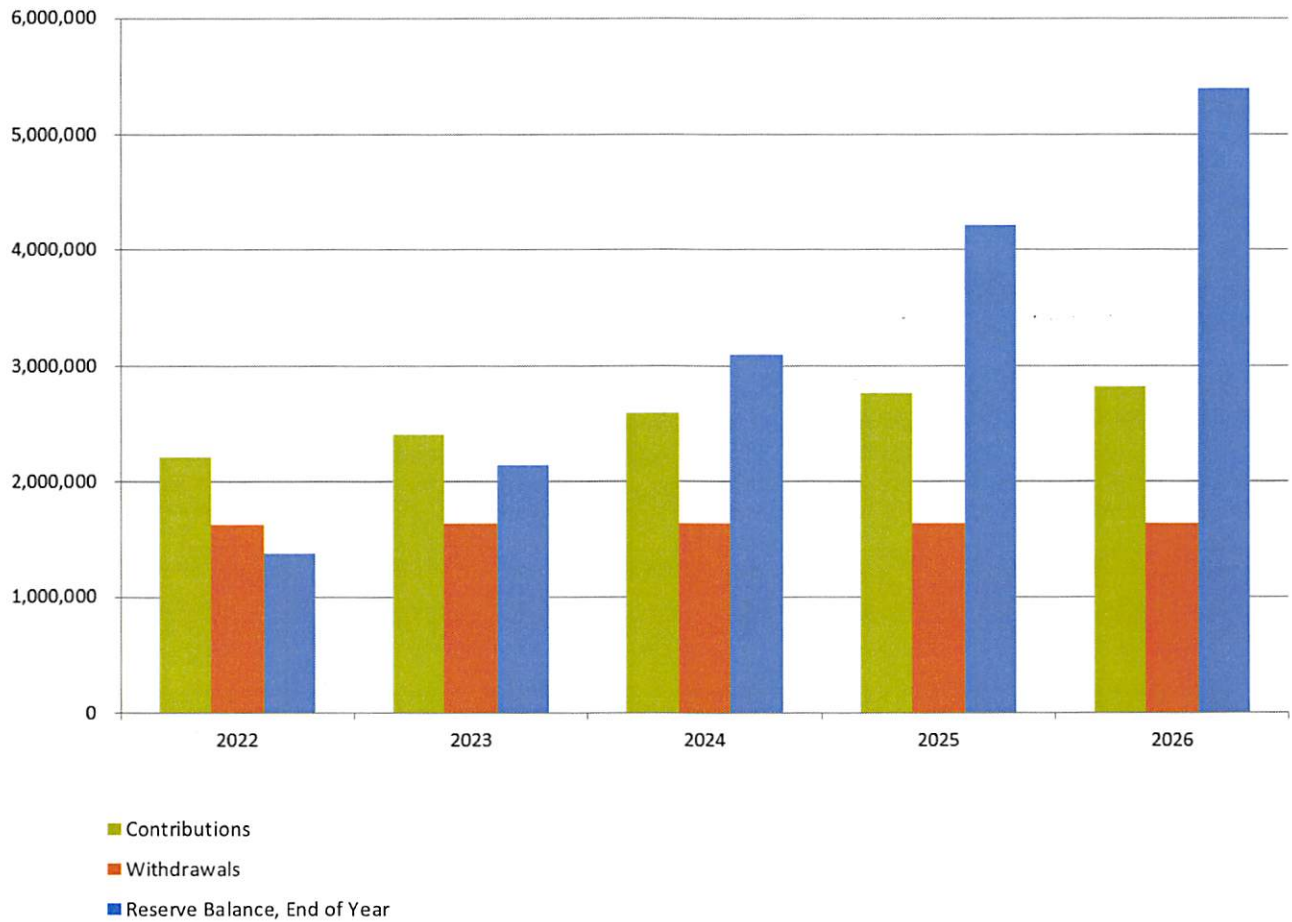
# THE 2022 BUDGET

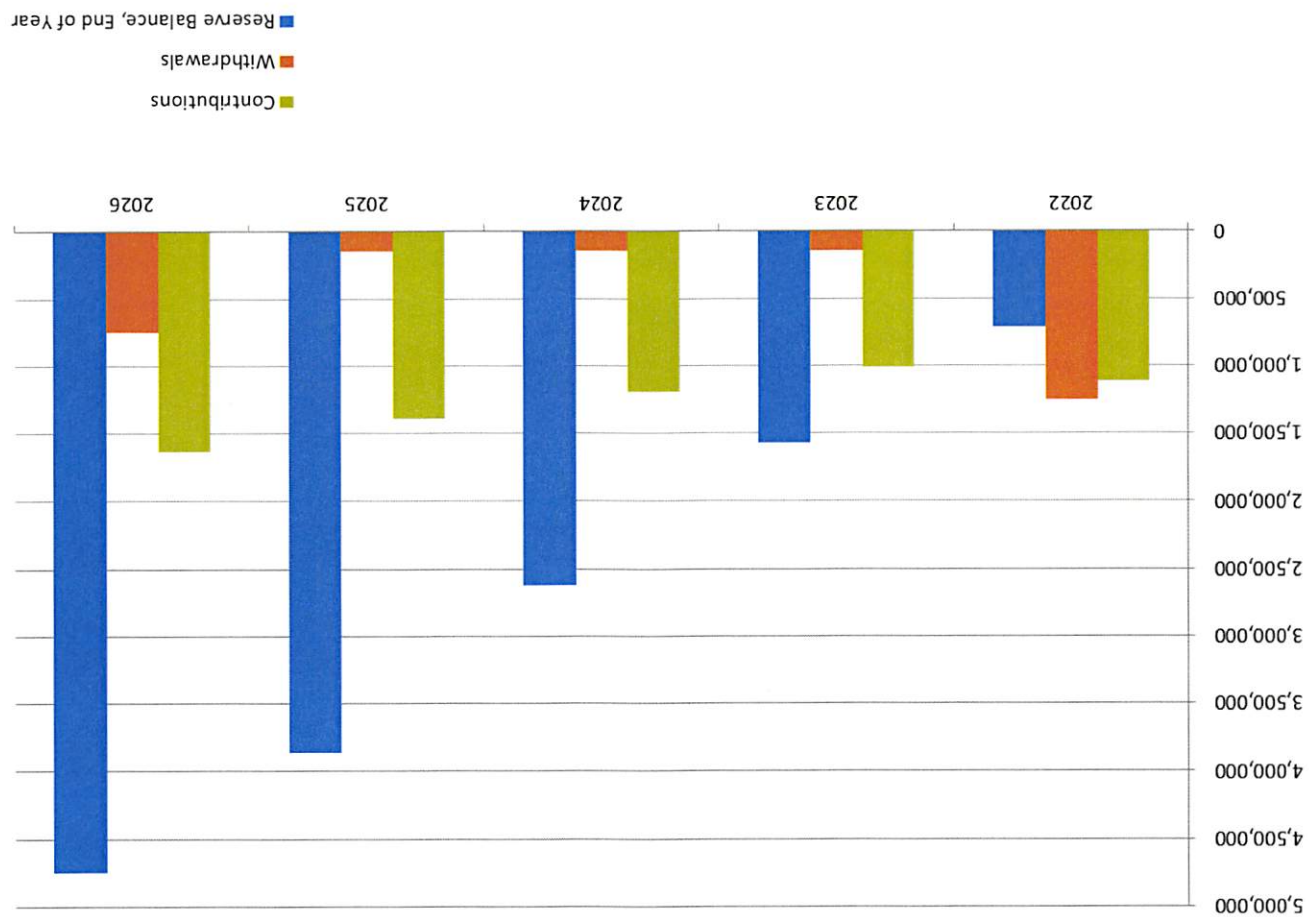
## SMALL/RURAL BRANCHES

BRANCH	2022	2023	2024	2025	2026	2027 AND BEYOND	FUNDING SOURCE	PROJECT DESCRIPTION
Ucluelet		50,000					F&E Reserve	Refresh
Bella Coola		70,000					F&E Reserve	Refresh
Quadra Island			130,000				F&E Reserve	Refresh
Cowichan Lake				200,000			F&E Reserve	Refresh
Cortes Island				70,000			F&E Reserve	Refresh
Port Renfrew				50,000			F&E Reserve	Refresh
Cumberland					150,000		F&E Reserve	Refresh
Gabriola Island						100,000	F&E Reserve	Refresh
Port Hardy						200,000	F&E Reserve	Refresh
<b>Total Renovations</b>	-	120,000	130,000	320,000	150,000	300,000		
<b>New or Expanded Branches</b>								
Sandspit*		TBD						New & Expanded Branch
Tahsis*		TBD						New & Expanded Branch
Tofino*		TBD						New & Expanded Branch
<b>Total New/Expanded</b>	-	-	-	-	-	-		
<b>Total Large/Urban</b>	-	120,000	130,000	320,000	150,000	300,000		

**NEW & EXPANDED BRANCH RESERVE - BUDGETED CONTRIBUTIONS, WITHDRAWALS & YEAR END BALANCES**

	2022	2023	2024	2025	2026
<b>Contributions</b>	2,210,810	2,409,842	2,591,804	2,766,600	2,821,932
<b>Withdrawals</b>	1,628,455	1,642,658	1,642,658	1,642,658	1,642,658
<b>Reserve Balance, End of Year</b>	1,372,884	2,140,068	3,089,214	4,213,157	5,392,431





	2022	2023	2024	2025	2026
Reserve Balance, End of Year	710,854	1,573,498	2,621,372	3,864,815	4,748,095
Withdrawals	1,250,000	150,000	150,000	150,000	750,000
Contributions	1,112,644	1,012,644	1,197,873	1,393,443	1,633,280

LONG TERM MAINTENANCE - BUDGETED CONTRIBUTIONS, WITHDRAWALS & YEAR END BALANCES



# CONCLUSION

The 2022 - 2026 Financial Plan is the first plan prepared in an environment where the impact of COVID-19 will likely be not as apparent as it has for the last 18 months.

The Financial Plan incorporates changes to revenue and expenditures within this environment, and includes funding to continue addressing maintenance and other capital items that will allow VIRL to continue to deliver top quality service and facilities to our communities.

VIRL is retooled, revived and ready to respond to the current operating conditions and plans for an exciting future.



# APPENDICES

## APPENDIX A: TOTAL MEMBER LEVY

### TOTAL MEMBER LEVY

Each year, based on projected expenditures in both the Operating and Capital Budgets, the Board of Trustees sets the Total Member Levy, which is made up of the Operating Levy and the Capital Levies. The Total Member Levy is apportioned to all members based on the formula contained in the Library Act:

- 50% based on converted value of land and improvements; and
- 50% based on the population of each municipality and regional district.

As required by the Library Act, these figures are provided directly to VIRL by the Ministry, and VIRL must use those figures to apportion the levy to members.

It is difficult for VIRL to express changes to Member Levies in terms of impact on the average household or taxpayer, as is commonly used to communicate the budget by municipalities and regional districts. Instead, increases are communicated to the Board in terms of percentage increases to levy and cost per capita.

The 2022 budget incorporates an overall increase of 3.84% to the Total Member Levy. This increase enables VIRL to maintain its 2021 levels of service and continue with its Capital Plan.

#### Population and Assessment Information

Population and assessment information provided by the Ministry are based on the most recent population estimates available from BC Stats (Feb. 2021).

	2022 Budget	2021 Budget	Change %
Service Population	484,662	479,685	1%
Net Service Population: used to apportion total member levy to each VIRL member	467,522	463,215	0.93%
Total Assessed Value (billion)	\$13.899	\$13.306	4.46%

## APPENDIX B: TOTAL BUDGET, OPERATING BUDGET AND CAPITAL BUDGET

### THE TOTAL BUDGET

Two distinct components are considered as part of annual fiscal planning: the Operating Budget and the Capital Budget. Together, these components make up the Total Budget.

### OPERATING BUDGET

VIRL faces the cost pressures of rising costs due to inflation, increases to facilities costs as a result of inflation within the construction market, and wage rate increases as impacted by collective agreements.

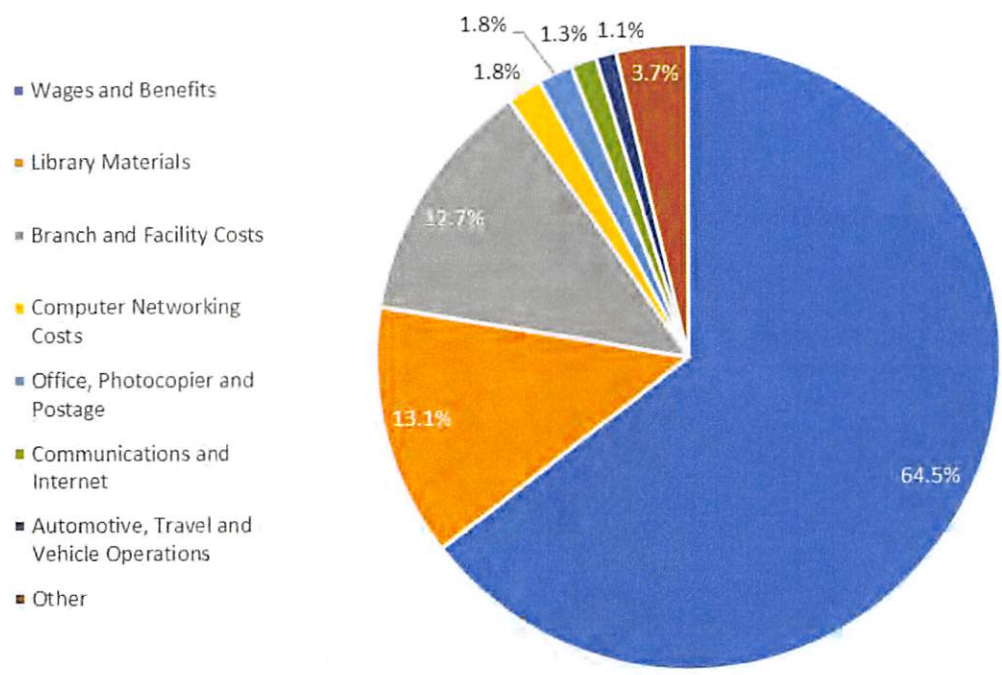
The Operating Budget supports important initiatives such as staff training, continued repairs and maintenance to branches, supplying high quality administration services, and ensuring consistent electronic access for customers.

The Operating Budget supports the ongoing delivery of the Board's Strategic Plan and its Mission, Vision and Values. To achieve this, the Operating Budget funds day-to-day operations of VIRL branches, including salaries, rent, janitorial, and administration. VIRL's goal is to provide high quality library service, while being mindful of resources and member levies.

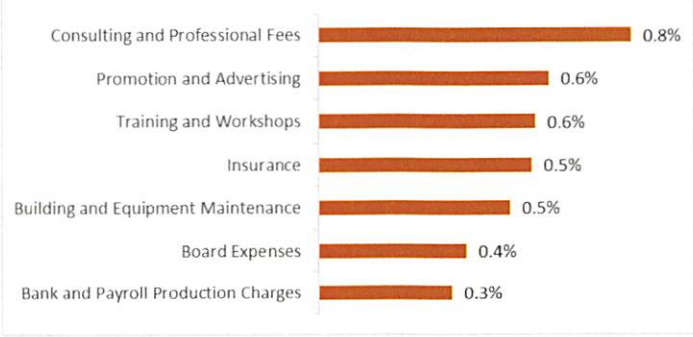
VIRL's Operating Budget is primarily funded by member levies, representing approximately 92% of operating revenue. An additional 6% is received from government and other grants, primarily the provincial per capita operating grant distributed to all library systems across BC. The remaining 2% of VIRL's revenue comes from other miscellaneous sources, including fees and charges, interest income, and sales of promotional items.

VIRL's largest operating expenditure in the adopted 2021 budget is Wages and Benefits, representing 64.5% of its expenses. Library Materials make up 13.1%, and Branch and Facility Costs account for a further 12.7% of operating costs. Together, these 3 items make up 90.3%. The remaining budget items include Computer Networking Costs (1.8%), Office (1.8%), Communications (1.3%), Automotive and Travel (1.1%), and Other (3.7%).

### 2021 Operating Expenditures

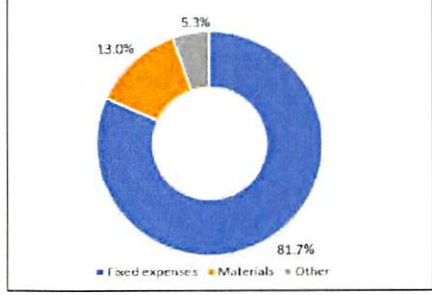


#### Other Expenses - 3.7%



The majority of VIRL's operating expenditures are fixed, through contractual arrangements or critical service expectations. After factoring in all fixed expenditures such as wages and benefits, rent, janitorial, security, telecommunications, courier/postage, and software licensing, fixed expenditures account for 81.7% of VIRL's operating budget. Adding on materials purchases at 13% amounts to 94.7% of VIRL's budget being fixed expenditures. This provides VIRL with limited ability to adjust expenditure rates in most budget categories.

#### Fixed Expenditures, Materials, and Other

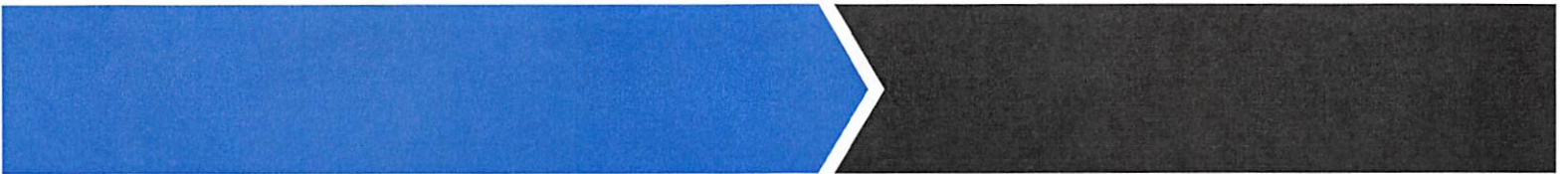


## **CAPITAL BUDGET AND CONSOLIDATED FACILITIES MASTER PLAN**

The Capital Budget is funded primarily through Capital Levies, specifically the two levies created as part of the CFMP. Long-term borrowings through the Municipal Finance Authority (MFA) are also revenues through the Capital Budget, as well as transfers from Capital Reserves.

VIRL's Capital Budget is based on the CFMP, which was adopted along with its Companion Report in 2010 by the Board of Trustees. The CFMP was developed based on a report prepared by an external consulting firm which reviewed the status of all VIRL facilities. The consultants reported at the time of the review, there was significant deferred maintenance and all branches were undersized for their communities or required significant capital investment. To renovate or expand the branches in order to adequately serve communities was cost prohibitive, so adoption of the Companion Report and its recommendations included a long-term funding strategy.

The CFMP has allowed VIRL to perform substantial renovations or new builds in 18 branches since 2011, as well as providing funding for upgraded furniture, equipment, and IT resources. Continued investment in branches allows VIRL to continue its mandate of creating safe, welcoming, inclusive spaces.



# BUSINESS CASES

## NEW BUDGET REQUESTS: BUSINESS CASES

### BACKGROUND AND EVALUATION OF PROPOSALS

Business cases are the result of a process whereby staff provided initiatives to improve our service to the public, and these proposals are brought forward for consideration in the form of business cases to the Executive Committee.

Business cases are then evaluated based on a set of pre-specified criteria so we may recommend those that would best improve customer service and long-term sustainability. Projects having a wider benefit for the VIRC system as a whole are encouraged, as well as those fulfilling service gaps or addressing key issues.

### IMPACT ON MEMBER LEVY

The financial impact for all business cases have been included in the Financial Plan.

For reference, \$245,000 represents approximately 1% increase in the 2022 Total Member Levy.

## SUMMARY OF BUSINESS CASES AND IMPACT

Business Case	Ongoing or One-Time	2022 Cost (Maximum)	Percentage Impact on Member Levy	Cost Per Capita	Comments
<b>Recommended by the Executive Committee at the August 27 meeting</b>					
Reconsideration of CFMP	One-Time	\$110,000	0.45%	\$0.24	
Elimination of Young Adult Fines	Ongoing	\$10,000	0.04%	\$0.02	Permanent reduction in revenue.
Elimination of Adult Fines	One-Time	\$207,390	0.85%	\$0.44	One year moratorium on adult fines, to be reassessed as part of the 2023 budget.
<b>Total Business Cases</b>		<b>\$327,390</b>	<b>1.34%</b>	<b>\$0.70</b>	



# BUSINESS CASE

## RECONSIDERATION OF CFMP

### Background/Overview

In June 2009, Vancouver Island Regional Library (VIRL) retained a consultant to complete a Consolidated Facilities Master Plan and Recommendations (CFMP). The result of this analysis was the CFMP and its Companion Report, which were adopted by the VIRL Board in 2010. The CFMP has steered VIRL through a very successful 11 years, including 6 new builds and 12 major refurbishments across VIRL’s service area.

At the VIRL Board of Trustees meeting on May 29, 2021, the Trustees requested an update to the CFMP that reflects VIRL’s current operating environment and recognizes the work completed to date.

### Proposal

For public organizations such as VIRL, a facilities master plan (FMP) is a critical strategic document used as a guide for the long-term development and maintenance of facilities. While the FMP is a long-term planning tool, it also has to be flexible enough to adapt as circumstances arise.

FMPs consider the goals, development, and vision for long-range growth of an organization’s buildings and infrastructure, and how this infrastructure can be used in delivering on the organization’s strategic plan.

VIRL will publicly tender for a consultant to perform a condition and asset management review of our 39 service locations, and provide suggested revisions to the CFMP that include current VIRL and public library building standards, service delivery goals and options, site selection criteria, and models of ownership. The scope of work would include:

- A site inspection of each identified VIRL service location to assess the current condition of the building and infrastructure. The scope of the review will vary depending on ownership of the building (VIRL owned vs. leased), and how recently a branch has been built or refurbished:
  - Leased – review will include a full assessment of the interior condition, including structural, electrical, plumbing, and mechanical systems. Review will assess any accessibility and health & safety items.
  - Owned – all items contained in the leased premises above, as well as an assessment of the building envelope including exterior walls, siding, exterior doors, windows, roof, and foundation, and all associated components such as structural masonry and insulation.