

- An estimated cost to address any identified maintenance or health and safety concerns, including suggested priorities and recommended timelines.
- A risk assessment in conjunction with any identified maintenance or health and safety items.
- An estimated cost projection for the next 10, 15, and 20 years of scheduled maintenance items, building system upgrades, and all items considered within the building envelope to assist in developing VIRL's annual budgets.
  - In cases where VIRL is a tenant, this information will serve to further discussions on the expectations of the landlord.
- A draft new CFMP with the proposed findings from the same building assessments at identified locations.
- A draft priority list based on the assessments and the methodology developed by the consultant on how to prioritize branches.

## Cost Breakdown

One-time costs		
Item	Cost	Notes
Review relevant documentation, plan project, and perform a site review of each service location	\$45,000	Assuming 300 hours at \$150/hour (an average of 7 hours per branch, including travel time, plus extra hours as required)
Report writing, presentations to management, Executive Committee and Board	\$20,000	
Travel costs for consultant to visit each branch and perform inspections	\$40,000	
Project contingency	\$5,000	
<b>Total cost</b>	<b>\$110,000</b>	
<b>This represents 0.45% on member levies or \$0.24 per capita.</b>		

# BUSINESS CASE

## ELIMINATION OF YOUNG ADULT FINES

### Background/Overview

The elimination of library fines on overdue items is a current trend in Canadian public libraries, with many library systems throughout Canada recognizing that fines represent a significant obstacle to accessing library services. Rather than serving as a minor punitive measure intended as an incentive to return materials on time, the levying of fines can quickly become a financial burden that severs access to materials that enhance and support literacy. For teens who often lack financial resources and possess limited control over their lives, fines can be the end of their relationship with the public library. Fines are a library practice that conflict with library values regarding access and inclusion and a relic of gatekeeping practices that no longer belong in libraries.

Teen members of the library find themselves between two worlds. Legally, they remain children until they reach the age of majority, but at the age of 13 they become adult members of the library. This shift helps to ensure privacy of their account; however, it also places the financial burden of their account directly on the teen, who many have no financial resources to pay for fines. Eliminating fines will support the efforts of our library staff to build relationships with teens by creating an environment of trust and welcome. The forming of strong relationships with a network of adults outside of the household has been established as a key Developmental Asset<sup>1</sup> for teens, helping enable them to become successful adults. Building these relationships additionally helps lay the foundation for success as we build upon our existing programs and services for teens into the future.

VIRL has already shown leadership in the Canadian public library community by eliminating fines for children's materials in 2019 with many library systems across the country eliminating fines completely. The elimination of fines on children's materials was positively received; however, it did create a grey zone for older children who used both the children's collection and youth adult (YA) collection. These users found themselves having to be concerned about fines on some materials, and still facing the very real possibility of having their account blocked if they accumulated too many fines. Eliminating fines for all library members, including teens and adults, would help rectify this situation and improve access.

<sup>1</sup>\*The Search Institute's framework of 40 Developmental Assets, which identifies a set of skills, experiences, relationships, and behaviors that enable young people to develop into successful and contributing adults: <https://www.search-institute.org/our-research/development-assets/developmental-assets-framework/>

In October 2020, the [Ottawa Public Library eliminated all late fees](#) for a grace period after the due date of 21 days for regular items and seven days for express items. Similarly, [The Burnaby Public Library eliminated all fines](#) in May 2020, citing their library system and the [North Vancouver City Library](#) as the first two library systems in the Lower Mainland to eliminate fines.

Other Canadian public libraries who have eliminated all fines or fines for adults in 2020 include: [Halifax Public Library](#), [Regina Public Library](#), [Saskatoon Public Library](#), [Edmonton Public Library](#), [Calgary Public Library](#), and [PEI Public Libraries](#). The [Winnipeg Public Library](#) announced it would go fine free in 2021. For a complete list of Canadian Public Libraries that have gone partially or completely fine free, please see [this resource on Librarianship.ca](#).

2021 is an ideal time to eliminate fines for youth because the circumstances of the COVID-19 pandemic have allowed VIRL to already test fine elimination. Since March 2020, overdue fines for all customers have been suspended.

### Current State

Overdue Fines	
Adult and Young Adult material	\$0.30 / day
Children's material	Fine free
Reference, Interlibrary Loans, Express Reads, Kits	\$1.50 / day
Other Fines	
Lost and damaged charges	\$1- the full replacement cost of the item. All lost items are subject to an \$8 processing fee.
Replacement library cards	Adults \$2, Children \$1

Currently, customers who have incurred over \$40 in fines are restricted from accessing both print and digital library materials. This amount is a temporary increase due to the COVID-19 pandemic. The normal amount to restrict an account is \$10. Customers prevented from borrowing may be offered a payment plan.

Setting up a payment plan requires the knowledge that this option exists, but customer discomfort, shame and power dynamics between teens and staff might prevent customers from asking for a payment plan. By removing the potential for such interactions, we will be supporting the social and emotional development of young people in our communities as they learn to navigate their way to adulthood.

# BUSINESS CASE

It is crucial that we continue to engage with teens to deliver barrier-free services and resources and build positive relationships leading to teens becoming lifelong library users and library champions in their communities.

## **Future State**

Eliminating fines from the Young Adult collection will remove barriers to access for teens in the VIRL service area. The elimination of fines presents an opportunity to improve access to resources for teen customers, removes stigma about fines and makes the library a more welcoming space for youth. This policy will also establish VIRL as a leader in the B.C. Public Libraries community in eliminating fines for teens, as well as children.

## **Strategic Plan Principles**

### **Principle 1: Community**

Public Libraries are for everyone. At Vancouver Island Regional Library our mandate is to serve all members of our community, while helping to foster literacy and connection. Supporting the development of multiple literacies for teens requires that VIRL eliminate as many barriers to access as possible. Fines are a barrier to access. Fines also replicate and perpetuate social inequities. While some customers can easily pay fines and fees, many of our customers struggle to meet their basic needs. These are often the customers that need the library the most. While teens are considered adults under our membership criteria, they are not yet adults and do not have the same opportunities for employment, independence or control over their lives.

Teens feeling unwelcome in our libraries and excluded from accessing our collections is a failure to fully commit to our goal of creating a “vibrant, welcoming place for people of all socioeconomic groups, cultures and literacy levels.” Allowing a diverse group of customers to feel welcome to occupy our spaces and access our collections and services will create more opportunities to “speak with and listen to communities on an ongoing basis.”

The campaign advertising the elimination of children’s fines provided a launching point for connecting with community partners and non-library members. The elimination of fines on the Young Adult collection would provide the same opportunity, helping “increase our services and connect with customers and non-customers.” Eliminating fines will foster good will towards the library and its services and create further opportunities for community members to access the services, enhancing the library’s position as a “community hub.”

**Principle 2: Collect. Connect. Collaborate. Create.**

The teenage years are an important time in childhood development. It has been shown that having one trusted adult, who is not their parent, makes a significant difference in teens' resiliency and development into positive adulthood. Sometimes that one adult is a library staff member. Libraries provide a safe, nonjudgmental, affirming space for teens. But not if those teens are afraid that either they or their parents will be on the hook for fines.

**Collect:** Customers whose fines have become large have the tendency to retain the materials they have checked out. This initiative would encourage the return of these long overdue materials. By restoring their access to checking out materials, this in turn would assist in increasing circulation of materials.

**Connect:** Eliminating fines will remove a major barrier to access. In addition, the advertising of this campaign to reach those that are not currently customers will increase awareness of services and resources.

**Principle 4: Life at Work**

Eliminating fines would reduce the burden on those staff members regularly involved in collecting fines, explaining policies, and enforcing fine blocks. Not having to engage in these activities would free up staff time to focus on other aspects of providing customer service, and would also reduce the workplace stress that results from negative interactions around fines for teen customers. Stress at work can lead to staff taking more sick days and experiencing lower productivity, which in turn negatively affects other staff members.

**Alignment with VIRL Values**

This business case aligns with the following values from the 2016 – 2020 Strategic Plan:

**Leadership & Innovation**

Library fines have been a long-standing part of library operations and until recently, fines have not been assessed in terms of the impact on community access to the library. While many libraries in Canada have recently eliminated fines for all age groups, only a few libraries in BC have taken this step so far (e.g. [Burnaby Public Library](#) and [North Vancouver City Library](#)). Eliminating fines for teens is a chance for VIRL to show leadership in the library profession, particularly in BC, by responding to a demonstrated community need, reevaluating past practice, and adopting an inclusive and innovative solution.

## BUSINESS CASE

Modelling excellent service by reducing barriers to access will also make us leaders in our communities across Vancouver Island. Other organizations may be led to similarly reevaluate what kind of barriers their own policies may be upholding to the detriment of community members.

### **Stewardship & Accountability**

This initiative will help us optimize the public resources with which we are entrusted by ensuring the resources of staff time and energy are used efficiently, and to the greatest effect in providing customer service. In addition, it will encourage customers to return items belonging to our print collection that they might otherwise keep to avoid paying late fines. This will allow us to focus more resources on adding new materials to the collection, and less on repurchasing lost materials.

### **Information & Literacy**

In order for VIRL to truly demonstrate support for “informed and literate communities”, we have to ensure that *all* members of our communities have access to library services, regardless of socio-economic status or ability to pay fines. The programs and services we provide to support lifelong learning benefit everyone in our communities, as long as access extends to everyone. This must include those individuals who are most vulnerable and who, in fact, may be most in need of free literacy and learning resources. Eliminating fines is one more step we can take to encourage and welcome all community members into the library.

### **Proposal**

This business case proposes the elimination of future fines for all Young Adult materials and the elimination of existing fines for Young Adult materials on all accounts. This in turn will increase access to library materials for all members of our communities.

- No overdue fines will be charged for the late return of Young Adult materials.
- When Young Adult materials are deemed “lost” or “damaged” a fee will be assessed for these materials. Fees will be eliminated if the lost materials are returned. A processing fee remains if a replacement item has already been purchased.
- To encourage customers to return materials, customer accounts must have fewer than 10 overdue items. If the number of overdue items exceeds 10, customers must return items in order to check out new materials.
- The elimination of fines will not extend to interlibrary loans from other institutions.

### **Branches Impacted**

This initiative would impact all branches, and benefit teen customers across the entire system.

## Cost Breakdown

Ongoing Decreased Revenue		
Cost	Amount	Notes
Elimination of juvenile fines	\$10,000	Based on 2019 juvenile fines received and trend analysis for the portion of 2020 where fines were collected
<b>Total decreased annual revenue</b>	<b>\$10,000</b>	
<b>This represents 0.04% on member levies or \$0.02 per capita.</b>		

## Analysis of Alternative Approaches

VIRL has the following options:

**Option 1:** Status quo (No additional cost)

**Option 2:** Full elimination of Young Adult overdue fines as outlined in the proposal.

**Recommended Option:** Option #2 Full elimination of Young Adult overdue fines

## Impact if Not Implemented

Teen customers, especially those who are most economically and socially marginalized, will be denied access to library services and be disproportionately affected by the current fines policy. Materials currently not being returned due to fine avoidance, and thus considered "lost", will remain in that state. Teen customers whose families may have been negatively affected economically by the COVID-19 pandemic may lose access to library services they are currently accessing under the temporary fine suspension. They will not feel valued as a member of the library. Staff will continue to dedicate time and resources to fine collection instead of other valuable customer services.

### Option 1

Over 20% of young people 0-17 live in poverty within our catchment. Teens whose families struggle with providing the basics will continue to struggle to access library services because of the barrier created by our fines policy. Fines and denial of service have the greatest immediate impact on youth who most need the support of our resources and services.

# BUSINESS CASE

Long-term, our communities are impacted by the detrimental outcomes of low literacy, and the strength of community support for our libraries is diminished by the loss of these young library customers. Stress on staff related to fine collection will continue to have financial implications such as increased sick days and lower productivity.

## Option 2

Teens will feel more welcome and able to access the vital services we offer. Mistakes and life circumstances that are beyond their control, will no longer burden our teen customers' ability to access such an essential and vital community resource as our public libraries. Our libraries will be able to offer complete services to our young community members at a time of life when they most need positive adult role models outside of their families. Library staff will see a decrease in stressful interactions with customers. Full elimination of teen fines will help with improving literacy and well-being outcomes in our communities over the long-term.



## ELIMINATION OF ADULT FINES

### Background/Overview

Fines are a significant obstacle to accessing library services, as VIRL has already established with the implementation of the Board approved elimination of children's materials fines in early 2019. Instead of functioning as an incentive to return materials on time, a fine policy can work to create substantial barriers, particularly for the most vulnerable of our adult customers.

Charging late fines as an incentive to return materials on time is an example of punishment driven enforcement. Such a policy expects rational thinking on the part of customers; it assumes that in order to avoid the punishment of a late fee, customers will return materials on time.

In Ryan Dowd's professional development training to which VIRL subscribes, "The Librarian's Guide to Homelessness," however, he states that many of the most marginalized members of our communities—including people with mental health issues, substance abuse issues, trauma, and experiencing homelessness — do not respond to punishment driven enforcement. This means fines for adults do not have the intended outcome with these customers.

Instead, fines prevent adults who need library services the most from accessing them. These fines contradict VIRL's Mission to provide "universal access to knowledge, lifelong learning, and literacy." VIRL's Mission coincides with the ALA's interpretation of the Library Bill of Rights, which states: "All resources provided directly or indirectly by the library, regardless of format or method of delivery, should be readily and equitably accessible to all library users."

In January 2019, the Council of the American Library Association (ALA) asserted that "monetary fines present an economic barrier to access of library materials and services" and that "monetary fines create a barrier in public relations, and absorb valuable staff time applying, collecting, and managing dues." Moreover, they affirmed there is mounting evidence that eliminating fines actually increases library card sign-ups and library use. Public libraries are thus urged to investigate their fine practices and actively work towards eliminating them.

The elimination of adult fines, in addition to fines for children, is a current trend in Canadian public libraries. For example, in October 2020, the Ottawa Public Library eliminated all late fees for a grace period after the due date of 21 days for regular items and seven days for express items.

# BUSINESS CASE

Similarly, [The Burnaby Public Library eliminated all fines](#) in May 2020, citing their library system and the [North Vancouver City Library](#) as the first two library systems in the Lower Mainland to eliminate fines.

Other Canadian public libraries who have eliminated all fines or fines for adults in 2020 include: [Halifax Public Library](#), [Regina Public Library](#), [Saskatoon Public Library](#), [Edmonton Public Library](#), [Calgary Public Library](#), and [PEI Public Libraries](#). For a complete list of Canadian Public Libraries that have gone partially or completely fine free, please see [this resource on Librarianship.ca](#).

VIRL has already shown leadership in the Canadian public library community by eliminating fines for children’s materials in 2019. In the past, VIRL has also participated in “Amnesty Week” initiatives where adult fines have been waived up to a certain amount during a set week. Such initiatives have been successful in welcoming back customers to the library who have been prevented from accessing library services because of late fines.

Additionally, various adult customers such as those in the categories of Talking Books, Books by Mail, VIRL employees, institutions, Homebound customers, and Home Delivery Volunteers already do not accrue fines on their accounts. We do not know, however, that other adult customers do not also experience similar vulnerabilities or difficult circumstances as groups to whom we already extend the privilege of no late fines.

2021 is an ideal time to eliminate fines for adults, because the circumstances of the COVID-19 pandemic have allowed VIRL to already test fine elimination. Since March 2020, fines for all customers have been suspended with little negative impact to the system.

Although our current fines and fees policy for adults is intended to simply encourage customers to return items in a timely manner, the unfortunate reality is the policy is creating unintended negative impacts on vulnerable populations. We know fines occur because of mistakes and life circumstances, as our customers are only human.

The result is an undue hardship on adult customers, some of whom desperately need the library’s resources. In turn, the negative impact on society at large if the library does not provide library services to promote literacy in an equitable fashion is enormous. We know through [research done by the ALA](#) that “[t]he correlation between literacy and income inequality, health outcomes, and rates of incarceration, among other issues of social and economic justice, underscores how literacy intersects with equity, access, and inclusion.”

## Current State

Overdue Fines	
Adult and Young Adult material	\$0.30 / day
Children's material	Fine free
Reference, Interlibrary Loans, Express Reads, Kits	\$1.50 / day

Other Fines	
Lost and damaged charges	\$1 - the full replacement cost of the item. All lost items are subject to a \$8 processing fee.
Replacement library cards	Adults \$2, Children \$1

Currently, adult customers who have incurred over \$10 in fines are restricted from accessing both print and digital library materials. Fines are incurred by returning materials past their due dates, or by not returning materials at all, which incurs the replacement fee (typically \$25-45) along with an \$8 additional fee.

There are customers in all of our communities for whom this fines system is an insurmountable barrier to access. According to the [Government of BC](#), there are 557,000 people in the province living below the poverty line, which is defined as an annual income of less than \$20,000 for a single person and less than \$40,000 for a family of four. In the last 10 years, the depth of poverty has increased: homelessness is increasing; rental costs are the highest in Canada; basic utilities, childcare, and food costs are rising; and the current minimum wage is "about half the living wage."

If the amounts are such that adult customers are prevented from borrowing, the Library Manager, or designate, may offer a payment plan. Borrowing limits may be applied during the course of a payment plan. However, many customers do not feel comfortable or experience shame approaching library staff to discuss payment options. Alternatively, they do not realize payment plans are even an option. Therefore, a psychological barrier to library access remains, which may turn away customers for life.

### Future State

Eliminating fines for adults will remove significant barriers for financially vulnerable members of VIRL communities. It will also remove stigma around fines, enable library staff and branches to rebuild broken relationships, allow for the return of lost materials, and facilitate connections with new customers.

This policy will also establish VIRL as a leader in the BC Public Libraries community. To date, the only other major library systems in BC to eliminate fines for adults are the Burnaby Public Library and the North Vancouver City Library, in addition to some smaller libraries such as the Smithers Public Library and Whistler Public Library.

## Strategic Plan Principles

### Principle 1: Community

Fines disproportionately affect low-income customers. Allowing low-income individuals of any age to feel unwelcome in our libraries and excluded from accessing our collections is a failure to fully commit to our goal of creating a "vibrant, welcoming place for people of all socioeconomic groups, cultures and literacy levels."

## BUSINESS CASE

In contrast, the initiative we are proposing will directly support our commitment to achieving that goal. Allowing a diverse group of customers to feel welcome to occupy our spaces and access our collections and services will create more opportunities to “speak with and listen to communities on an ongoing basis.”

The results of this initiative will also create opportunities to foster “understanding and excitement in our cities and towns.” Not only will the initiative foster good will towards the library and its services, but it will create further opportunities for community members to access the services, enhancing the library’s position as a “community hub.”

### **Principle 2: Collect. Connect. Collaborate. Create.**

In order to “provide our communities with access to the information they need” we need to look for ways to eliminate a significant barrier to that access. Eliminating fines for adults would allow us to widen our contribution “to a more knowledgeable and connected society” while directly acknowledging a key element of this principle and “reducing barriers to access”.

**Collect:** Customers whose fines have become large have the tendency to retain the materials they have checked out. This initiative would encourage the return of these long overdue materials. By restoring their access to checking out materials, this in turn would assist in increasing circulation of materials.

**Connect:** Eliminating fines for adults will remove a major barrier to access. In addition, the advertising of this campaign to reach those that are not currently customers will increase awareness of services and resources.

### **Principle 4: Life at Work**

Eliminating adult fines would reduce the burden on those staff members regularly involved in collecting fines, explaining policies, and enforcing fine blocks. Not having to engage in these activities would free up staff time to focus on other aspects of providing customer service. It would also reduce the workplace stress that results from negative interactions around fines for adult customers. Stress at work can lead to staff taking more sick days and experiencing lower productivity, which in turn negatively affects other staff members.

### **Alignment with VIRL Values**

This business case aligns with the following value(s) from the 2016 – 2020 Strategic Plan:

#### **Leadership & Innovation**

Library fines have been a long-standing part of library operations and until recently, fines have not been assessed in terms of the impact on community access to the library. While many libraries in Canada have recently eliminated fines for all age groups, only a few libraries in BC have taken this step so far (e.g. [Burnaby Public Library](#) and [North Vancouver City Library](#)).

Eliminating fines for adults is a chance for VIRL to show leadership in the library profession, particularly in BC, by responding to a demonstrated community need, reevaluating past practice, and adopting an inclusive and innovative solution.

Modelling excellent service by reducing barriers to access will also make us leaders in our communities across Vancouver Island. Other organizations may be led to similarly reevaluate what kind of barriers their own policies may be upholding to the detriment of community members.

### **Stewardship & Accountability**

This initiative will help us optimize the public resources with which we are entrusted by ensuring the resources of staff time and energy are used efficiently, and to the greatest effect in providing customer service. In addition, it will encourage customers to return items belonging to our print collection that they might otherwise keep to avoid paying late fines. This will allow us to focus more resources on adding new materials to the collection, and less on repurchasing lost materials.

### **Information & Literacy**

In order for VIRL to truly demonstrate support for “informed and literate communities”, we have to ensure that *all* members of our communities have access to library services, regardless of socio-economic status or ability to pay fines. The programs and services we provide to support lifelong learning benefit everyone in our communities, as long as access extends to everyone. This must include those individuals who are most vulnerable and who, in fact, may be most in need of free literacy and learning resources. Eliminating fines for adults is one more step we can take to encourage and welcome all community members into the library.

### **Proposal**

This business case proposes the elimination of future fines for all adult materials and the elimination of existing fines for adult materials on all accounts.

This in turn will increase access to library materials for all members of our communities.

- No overdue fines will be charged for the late return of adult materials.
- When adult materials are deemed “lost” or “damaged” a fee will be assessed for these materials. Fees will be eliminated if the lost materials are returned. A processing fee remains if a replacement item has already been purchased.
- To encourage customers to return materials, customer accounts must have fewer than 10 overdue items. If the number of overdue items exceeds 10, customers must return items in order to check out new materials.
- The elimination of fines will not extend to interlibrary loans from other institutions.

# BUSINESS CASE

## Branches Impacted

This initiative would impact all branches, and would benefit adult customers across the entire system.

## Cost Breakdown

VIRL's accounting policy is to not recognize outstanding fines as revenue until they are paid, as a result of the difficulty in determining collectability. Because of this, VIRL routinely has a large amount of fines owing that have not been collected. For reference, as of June 2021 the following is a breakdown of fines outstanding:

Fines Owing by Date	Fines Outstanding (\$)	% Total Fines Outstanding
0 yr - 1 yr	2,638	1%
1 yr - 2 yrs	186,991	38%
2 yrs - 3 yrs	157,017	32%
over 3 yrs	140,127	29%
Total	486,773	100%

Amount Owing	Sum Owing	% of \$ owing	Count of Customers with fines	% of Customers with Fines
<=\$1	\$30,242	6%	17,561	44.40%
\$1 - \$5	\$65,479	13%	12,904	32.63%
\$5 - \$10	\$38,136	8%	2,778	7.02%
\$10 - \$25	\$107,458	22%	3,501	8.85%
\$25 - \$50	\$195,307	40%	2,338	5.91%
\$50 - \$100	\$46,367	10%	446	1.13%
\$100 - \$250	\$3,784	1%	24	0.06%
\$250 +	\$0	0%	0	0.00%
Total	\$486,773	100%	39,552	100.00%

Ongoing Decreased Revenue		
Cost	Amount	Notes
Adult Fines	\$200,000	Based on adult fines collected in 2018 and 2019, and trend analysis for the portion of 2020 where fines were collected.
Processing Fee	\$7,390	As per VIRL's <a href="#">Fees and Charges Board Policy</a> , \$8 is charged for damaged or lost items. The business case amount is an average of the total processing fees collected in 2019 and trend analysis of the portion of 2020 where fines were collected.
<b>Total decreased annual revenue</b>	<b>\$207,390</b>	
<b>This represents 0.85% on member levies or \$0.44 per capita.</b>		

### Analysis of Alternative Approaches

VIRL has the following options:

- Option 1:** Status quo (No additional cost)
- Option 2:** Full elimination of adult overdue fines as outlined in the proposal.
- Option 3:** Amnesty Week
- Option 4:** Maintain adult fines, but allow blocked customers to access eResources.

**Recommended Option:** Option #2 Full elimination of adult overdue fines

### Impact if Not Implemented

Adult customers, especially those who are most marginalized and/or low-income, will be denied access to library services and disproportionately affected by the current fines policy. Materials currently not being returned due to fine avoidance, and thus considered "lost", will remain in that state. Customers who may have been negatively affected economically by the COVID-19 pandemic may lose access to library services they are currently accessing under the temporary fine suspension. Staff will continue to dedicate time and resources to fine collection instead of other valuable customer services.

#### Option 1

The significant number of adults living in poverty within our catchment will continue to struggle to access library services because of the barrier created by our fine policy. Fines and denial of service have the greatest immediate impact on the adults who most need our resources and services.

## BUSINESS CASE

Long-term, our communities are impacted by the detrimental outcomes of low literacy. Stress on staff related to fine collection will continue to have financial implications such as increased sick days and lower productivity.

### **Option 2**

Adults will feel more welcome and able to access the vital services we offer. Mistakes and life circumstances resulting in library fines will no longer mean low-income adults lose access to library services.

Our libraries will be able to offer complete services to our community members who need it most. Library staff will see a decrease in stressful interactions with customers. Full elimination of adult fines will help with improving literacy and well-being outcomes in our communities over the long-term.

### **Option 3**

During this one week period, customers would be invited to return their overdue materials and have the associated fines waived up to a maximum of \$20.00. Although an Amnesty Week would allow some members of the community to regain access to library resources, it is not a long-term solution. Additionally, an Amnesty Week would not help customers with more than \$20.00 in late fines, and would not be accessible to everyone as it would only be a week long.

### **Option 4**

eResources are fine-free services that cannot be lost and are automatically returned on time to the library; however, low-income and low technology-literate adults might find the use of eResources a barrier of its own. Adults blocked from borrowing materials from the physical collection may not conceive of the library as an accessible virtual space. Retaining fines but allowing access to eResources would maintain a significant barrier to accessing our physical resources.



# SCHEDULES

# SCHEDULES

## SCHEDULE A

## PROPOSED CHANGES TO MEMBER LEVIES

	2022 LEVY	2021 LEVY	CHANGE	% CHANGE TO TOTAL LEVY
Operating Levy (Note 1)	\$21,486,977	\$20,792,079	\$694,898	2.84%
Capital Levies				
Furniture, Fixtures, Equipment and Systems Levy	1,742,644	1,642,644	100,000	0.41%
Facilities Levy	2,210,810	2,065,805	145,005	0.59%
Total Member Levies	\$25,440,431	\$24,500,528	\$939,903	3.84%
Note 1				
Summary of Operating Levy				
Core Levy	21,159,587	20,792,079	367,508	1.50%
Business Cases	327,390	-	327,390	1.34%
Operating Levy	\$21,486,977	\$20,792,079	694,898	2.84%

## 5-YEAR HISTORY OF MEMBER LEVIES

	2018 LEVY	2019 LEVY	2020 LEVY	2021 LEVY	2022 LEVY
Operating Levy	\$19,222,461	\$19,968,385	\$20,586,216	\$20,792,079	\$21,486,977
Capital Levies					
Furniture, Fixtures, Equipment & Systems Levy	1,274,327	1,409,647	1,538,097	1,642,644	1,742,644
Facilities Levy	1,595,299	1,762,059	1,926,371	2,065,805	2,210,810
Total	\$22,092,087	\$23,140,091	\$24,050,684	\$24,500,528	\$25,440,431
Increase in Total Levy	\$1,593,711	\$844,592	\$1,048,004	\$910,593	\$939,903
Percentage Increase - Approved, Including Business Cases	3.98%	4.74%	3.94%	1.87%	3.84%

# SCHEDULES

## SCHEDULE B

5 YEAR FINANCIAL PLAN BY YEAR

	PROPOSED		PROJECTED		
	2022	2023	2024	2025	2026
<b>Revenues</b>					
Member Levies	\$25,440,431	\$26,036,542	\$26,798,051	\$27,555,340	\$28,106,447
Grants	1,308,218	1,308,218	1,308,218	1,308,218	1,308,218
Overdue Fees	0	200,000	200,000	200,000	200,000
Investment Income	100,000	100,000	100,000	100,000	100,000
Other Branch Revenue	242,610	247,462	252,411	257,460	262,609
Transfers from Reserves	4,183,455	3,953,455	2,742,658	2,667,658	2,392,658
MFA Borrowing	0	0	0	0	0
<b>Total Revenues</b>	<b>\$31,274,714</b>	<b>\$31,845,677</b>	<b>\$31,401,337</b>	<b>\$32,088,676</b>	<b>\$32,369,932</b>
<b>Expenditures</b>					
Operating Expenditures	20,276,846	20,682,383	21,096,031	21,517,951	21,948,310
Library Materials	3,090,959	3,183,688	3,279,198	3,377,574	3,478,902
Capital	2,560,797	2,633,497	1,480,961	1,280,811	710,022
Debt Servicing	1,392,657	1,392,658	1,392,658	1,392,658	1,392,658
Transfers To Reserves	3,953,455	3,953,455	4,152,486	4,519,678	4,840,044
<b>Total Expenditures</b>	<b>\$31,274,714</b>	<b>\$31,845,677</b>	<b>\$31,401,337</b>	<b>\$32,088,676</b>	<b>\$32,369,932</b>
<b>Percentage Increase in Member Levies</b>	<b>3.84%</b>	<b>2.34%</b>	<b>2.92%</b>	<b>2.83%</b>	<b>2.00%</b>

# SCHEDULES

## SCHEDULE C

## VARIANCE ANALYSIS: COMPARISON OF 2022 CONSOLIDATED BUDGET TO 2021 BUDGET

	2022 BUDGET (PROPOSED)					
	2021 BUDGET (ADOPTED)	OPERATING	CAPITAL	CONSOLIDATED	INCREASE/ DECREASE	% CHANGE
<b>Revenues</b>						
Member Levies	\$24,500,529	\$21,486,977	\$3,953,454	\$25,440,431	\$939,901	3.84%
Grants Received	1,308,218	1,308,218		1,308,218	-	0.00%
Investment and Rental Income	130,000	100,000		100,000	(30,000)	-23.08%
Overdues Fees	205,000	-		-	(205,000)	-100.00%
Lost Books/Cards	20,000	20,000		20,000	-	0.00%
Miscellaneous Fees	25,000	12,610		12,610	(12,390)	-49.56%
Photocopiers	70,000	70,000		70,000	-	0.00%
Book and Promotional Item Sales	15,000	15,000		15,000	-	0.00%
Fundraising/Donations	117,000	125,000		125,000	8,000	6.84%
Transfers from Reserves	6,942,314	230,000	3,953,455	4,183,455	(2,758,859)	-39.74%
MFA Borrowing	6,000,000		-	-	(6,000,000)	0.00%
<b>Total Revenues</b>	<b>39,333,061</b>	<b>23,367,805</b>	<b>7,906,909</b>	<b>31,274,714</b>	<b>(8,058,348)</b>	<b>-20.50%</b>
<b>Expenditures</b>						
Automotive, Travel and Vehicle Operations	245,000	159,954		159,954	(85,046)	-34.71%
Bank and Payroll Production Charges	79,000	85,000		85,000	6,000	7.59%
Board Expenses	87,000	50,000		50,000	(37,000)	-42.53%
Branch and Facility Costs	2,924,693	2,997,810		2,997,810	73,117	2.50%
Building and Equipment Maintenance	112,231	113,914		113,914	1,683	1.50%
Communications and Internet	309,072	313,708		313,708	4,636	1.50%
Computer Networking Costs	1,066,200	425,000	650,000	1,075,000	8,800	0.83%
Consulting and Professional Fees	183,447	210,000		210,000	26,553	14.47%
Insurance	125,000	150,000		150,000	25,000	20.00%
Library Materials	3,000,931	3,090,959		3,090,959	90,028	3.00%
Office, Photocopier and Postage	405,000	375,000		375,000	(30,000)	-7.41%
Promotion and Advertising	135,000	100,000		100,000	(35,000)	-25.93%
Training and Workshops	127,000	130,000		130,000	3,000	2.36%
Wages and Benefits	14,832,723	15,166,459		15,166,459	333,736	2.25%
Capital	10,700,000		1,910,797	1,910,797	(8,789,203)	-82.14%
Debt Servicing	1,292,313		1,392,657	1,392,657	100,344	7.76%
Transfers to Reserves	3,708,451		3,953,455	3,953,455	245,004	6.61%
<b>Total Expenditures</b>	<b>39,333,061</b>	<b>23,367,805</b>	<b>7,906,909</b>	<b>31,274,714</b>	<b>(8,058,348)</b>	<b>-20.50%</b>
<b>Net Operations</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	

# SCHEDULES

## SCHEDULE D



## TOTAL MEMBER LEVY

BRANCH	TOTAL 2021 LEVY	2022 OPERATING LEVY	2022 CAPITAL LEVIES	TOTAL 2022 LEVY	CHANGE IN TOTAL LEVY OVER 2021	% CHANGE IN TOTAL LEVY OVER 2021
<b>MUNICIPALITIES</b>						
Campbell River	1,678,179	1,478,465	272,027	1,750,493	72,314	4.31%
Comox	722,435	637,194	117,239	754,434	31,999	4.43%
Courtenay	1,452,100	1,276,581	234,882	1,511,463	59,363	4.09%
Cumberland	212,042	187,902	34,573	222,475	10,433	4.92%
Duncan	251,536	215,549	39,659	255,208	3,672	1.46%
Gold River	47,940	42,166	7,758	49,924	1,984	4.14%
Ladysmith	425,824	374,706	68,943	443,650	17,826	4.19%
Lake Cowichan	155,218	138,161	25,421	163,581	8,363	5.39%
Lantzville	211,407	187,242	34,451	221,694	10,287	4.87%
Masset	29,269	25,998	4,783	30,781	1,512	5.17%
Nanaimo	4,999,185	4,354,072	801,119	5,155,191	156,006	3.12%
North Cowichan	1,577,297	1,400,901	257,756	1,658,657	81,360	5.16%
North Saanich	880,521	764,917	140,739	905,656	25,135	2.85%
Parksville	747,745	657,702	121,013	778,715	30,970	4.14%
Port Alberni	804,622	708,994	130,450	839,444	34,822	4.33%
Port Alice	33,636	20,907	3,847	24,754	(8,882)	-26.41%
Port Clements	10,677	9,641	1,774	11,414	737	6.91%
Port Hardy	160,690	141,965	26,121	168,085	7,395	4.60%
Port McNeill	94,982	81,895	15,068	96,963	1,981	2.09%
Qualicum Beach	539,298	475,106	87,416	562,522	23,224	4.31%
Queen Charlotte	38,535	32,894	6,052	38,946	411	1.07%
Sayward	13,734	11,384	2,095	13,479	(255)	-1.86%
Sidney	824,409	709,163	130,481	839,644	15,235	1.85%
Sooke	712,626	642,044	118,132	760,176	47,550	6.67%
Tahsis	12,497	12,331	2,269	14,600	2,103	16.83%
Tofino	212,436	185,828	34,191	220,019	7,583	3.57%
Ucluelet	124,836	112,827	20,759	133,587	8,751	7.01%
Zeballos	4,414	3,857	710	4,567	153	3.47%
<b>TOTALS</b>	<b>16,978,092</b>	<b>14,890,392</b>	<b>2,739,728</b>	<b>17,630,121</b>	<b>652,028</b>	<b>3.84%</b>
<b>REGIONAL DISTRICTS</b>						
Alberni-Clayoquot	501,694	442,476	81,412	523,888	22,194	4.42%
Capital	304,095	266,353	49,007	315,360	11,265	3.70%
Central Coast	63,687	55,935	10,292	66,226	2,539	3.99%
Comox Valley	1,374,478	1,210,713	222,763	1,433,476	58,998	4.29%
Cowichan Valley	2,044,044	1,815,950	334,122	2,150,072	106,028	5.19%
Mount Waddington	171,983	136,067	25,035	161,102	(10,881)	-6.33%
Nanaimo	2,441,199	2,131,776	392,232	2,524,008	82,809	3.39%
North Coast	49,547	43,906	8,078	51,985	2,438	4.92%
qathet	28,082	23,914	4,400	28,314	232	0.82%
Strathcona	543,628	469,496	86,384	555,880	12,252	2.25%
<b>TOTALS</b>	<b>7,522,437</b>	<b>6,596,585</b>	<b>1,213,726</b>	<b>7,810,311</b>	<b>287,875</b>	<b>3.83%</b>
<b>TOTAL MUNICIPALITY AND REGIONAL DISTRICTS</b>	<b>24,500,529</b>	<b>21,486,977</b>	<b>3,953,454</b>	<b>25,440,431</b>	<b>939,902</b>	<b>3.84%</b>

# SCHEDULES

## SCHEDULE E

## POPULATION PORTION OF LEVY

BRANCH	TOTAL 2021 POPULATION PORTION OF LEVY	2021 NET POPULATION	2022 NET POPULATION	2022 POPULATION PORTION OF CORE LEVY	MAINTENANCE, FIXTURES & F&E LEVY	FACILITIES LEVY	TOTAL 2022 POPULATION PORTION OF TOTAL LEVY	CHANGE IN TOTAL POPULATION LEVY FROM PREVIOUS YEAR	% CHANGE IN TOTAL POPULATION LEVY FROM PREVIOUS YEAR
<b>MUNICIPALITIES</b>									
Campbell River	948,069	35,849	36,167	831,105	67,405	85,513	984,022	35,953	3.79%
Comox	396,190	14,981	15,182	348,877	28,295	35,896	413,068	16,878	4.26%
Courtenay	746,205	28,216	28,862	663,238	53,790	68,241	785,270	39,065	5.24%
Cumberland	118,347	4,475	4,558	104,741	8,495	10,777	124,013	5,666	4.79%
Duncan	141,275	5,342	5,124	117,748	9,550	12,115	139,412	(1,863)	-1.32%
Gold River	34,354	1,299	1,272	29,230	2,371	3,008	34,608	254	0.74%
Ladysmith	238,835	9,031	9,036	207,644	16,840	21,365	245,849	7,014	2.94%
Lake Cowichan	95,048	3,594	3,651	83,899	6,804	8,632	99,335	4,287	4.51%
Lantzville	100,231	3,790	3,816	87,690	7,112	9,023	103,825	3,594	3.59%
Masset	20,258	766	764	17,556	1,424	1,806	20,787	529	2.61%
Nanaimo	2,640,809	99,856	101,336	2,328,665	188,860	239,598	2,757,123	116,314	4.40%
North Cowichan	849,451	32,120	32,475	746,264	60,524	76,784	883,571	34,120	4.02%
North Saanich	314,075	11,876	11,965	274,951	22,299	28,290	325,541	11,466	3.65%
Parksville	354,908	13,420	13,685	314,476	25,505	32,357	372,338	17,430	4.91%
Port Alberni	495,892	18,751	19,060	437,992	35,522	45,065	518,579	22,687	4.58%
Port Alice	18,063	683	651	14,960	1,213	1,539	17,712	(351)	-1.94%
Port Clements	7,246	274	286	6,572	533	676	7,781	535	7.39%
Port Hardy	114,115	4,315	4,421	101,593	8,239	10,453	120,285	6,170	5.41%
Port McNeill	63,339	2,395	2,416	55,519	4,503	5,712	65,734	2,395	3.78%
Qualicum Beach	242,406	9,166	9,233	212,171	17,208	21,830	251,209	8,803	3.63%
Queen Charlotte	25,679	971	943	21,670	1,757	2,230	25,657	(22)	-0.09%
Sayward	9,045	342	318	7,308	593	752	8,652	(393)	-4.34%
Sidney	323,569	12,235	12,312	282,925	22,946	29,110	334,982	11,413	3.53%
Sooke	387,622	14,657	15,083	346,602	28,110	35,662	410,374	22,752	5.87%
Tahsis	8,013	303	348	7,997	649	823	9,468	1,455	18.16%
Tofino	64,370	2,434	2,522	57,955	4,700	5,963	68,618	4,248	6.60%
Ucluelet	48,714	1,842	1,941	44,603	3,617	4,589	52,810	4,096	8.41%
Zeballos	3,094	117	118	2,712	220	279	3,211	117	3.77%
	8,809,218	333,100	337,545	7,756,663	629,084	798,089	9,183,836	374,614	4.25%
<b>REGIONAL DISTRICTS</b>									
Alberni-Clayoquot	216,092	8,171	8,216	188,801	15,312	19,426	223,539	7,447	3.45%
Capital	110,968	4,196	4,182	96,101	7,794	9,888	113,783	2,815	2.54%
Central Coast	40,066	1,515	1,507	34,630	2,809	3,563	41,002	936	2.34%
Comox Valley	653,591	24,714	24,836	570,722	46,287	58,722	675,731	22,140	3.39%
Cowichan Valley	950,952	35,958	36,037	828,117	67,162	85,206	980,485	29,533	3.11%
Mount Waddington	56,648	2,142	1,644	37,779	3,064	3,887	44,730	(11,918)	-21.04%
Nanaimo	1,126,607	42,600	42,778	983,023	79,725	101,144	1,163,893	37,286	3.31%
North Coast	25,203	953	984	22,612	1,834	2,327	26,772	1,569	6.23%
qathet	11,107	420	426	9,789	794	1,007	11,590	483	4.35%
Strathcona	249,811	9,446	9,367	215,250	17,457	22,147	254,855	5,044	2.02%
	3,441,044	130,115	129,977	2,986,825	242,239	307,317	3,536,380	95,335	2.77%
<b>TOTALS</b>	<b>12,250,262</b>	<b>463,215</b>	<b>467,522</b>	<b>10,743,488</b>	<b>871,322</b>	<b>1,105,405</b>	<b>12,720,216</b>	<b>469,949</b>	<b>3.84%</b>

# SCHEDULES

## SCHEDULE F

## ASSESSMENT PORTION OF LEVY

BRANCH	TOTAL 2021 ASSESSMENT PORTION OF LEVY	2022 ASSESSMENT PORTION OF CORE LEVY	MAINTENANCE, FIXTURES & F&E LEVY	FACILITIES LEVY	MAINTENANCE, FIXTURES & F&E LEVY	TOTAL 2022 ASSESSMENT PORTION OF LEVY	TOTAL 2022 POPULATION PORTION OF TOTAL LEVY
<b>MUNICIPALITIES</b>							
Campbell River	730,110	647,361	52,502	66,607	766,470	36,360	4.98%
Comox	326,244	288,317	23,383	29,665	341,366	15,122	4.64%
Courtenay	705,895	613,342	49,744	63,107	726,193	20,298	2.88%
Cumberland	93,695	83,161	6,745	8,556	98,462	4,767	5.09%
Duncan	110,260	97,801	7,932	10,063	115,796	5,536	5.02%
Gold River	13,586	12,936	1,049	1,331	15,316	1,730	12.73%
Ladysmith	186,989	167,062	13,549	17,189	197,800	10,811	5.78%
Lake Cowichan	60,171	54,262	4,401	5,583	64,246	4,075	6.77%
Lantzville	111,176	99,552	8,074	10,243	117,869	6,693	6.02%
Masset	9,011	8,442	685	869	9,995	984	10.92%
Nanaimo	2,358,376	2,025,407	164,265	208,396	2,398,067	39,691	1.68%
North Cowichan	727,846	654,637	53,093	67,356	775,085	47,239	6.49%
North Saanich	566,447	489,965	39,737	50,413	580,115	13,668	2.41%
Parksville	392,837	343,226	27,836	35,315	406,377	13,540	3.45%
Port Alberni	308,730	271,002	21,979	27,884	320,865	12,135	3.93%
Port Alice	15,574	5,948	482	612	7,042	(8,532)	-54.78%
Port Clements	3,431	3,068	249	316	3,633	202	5.88%
Port Hardy	46,574	40,372	3,274	4,154	47,800	1,226	2.63%
Port McNeill	31,644	26,376	2,139	2,714	31,229	(415)	-1.31%
Qualicum Beach	296,892	262,935	21,325	27,054	311,313	14,421	4.86%
Queen Charlotte	12,856	11,224	910	1,155	13,289	433	3.37%
Sayward	4,690	4,077	331	419	4,827	137	2.92%
Sidney	500,840	426,238	34,569	43,856	504,662	3,822	0.76%
Sooke	325,005	295,442	23,961	30,398	349,802	24,797	7.63%
Tahsis	4,484	4,334	352	446	5,132	648	14.44%
Tofino	148,066	127,873	10,371	13,157	151,401	3,335	2.25%
Ucluelet	76,122	68,224	5,533	7,020	80,777	4,655	6.11%
Zeballos	1,320	1,146	93	118	1,356	36	2.76%
	8,168,872	7,133,728	578,562	733,994	8,446,285	277,414	3.40%
<b>REGIONAL DISTRICTS</b>							
Alberni-Clayoquot	285,602	253,675	20,574	26,101	300,349	14,747	5.16%
Capital	193,127	170,252	13,808	17,517	201,578	8,451	4.38%
Central Coast	23,622	21,305	1,728	2,192	25,224	1,602	6.78%
Comox Valley	720,888	639,990	51,905	65,849	757,744	36,856	5.11%
Cowichan Valley	1,093,093	987,833	80,116	101,639	1,169,587	76,494	7.00%
Mount Waddington	115,335	98,288	7,971	10,113	116,373	1,038	0.90%
Nanaimo	1,314,592	1,148,753	93,167	118,196	1,360,115	45,523	3.46%
North Coast	24,343	21,294	1,727	2,191	25,212	869	3.57%
qathet	16,974	14,124	1,146	1,453	16,723	(251)	-1.48%
Strathcona	293,817	254,246	20,620	26,160	301,025	7,208	2.45%
	4,081,393	3,609,760	292,760	371,411	4,273,931	192,538	4.72%
<b>TOTALS</b>	<b>12,250,264</b>	<b>10,743,488</b>	<b>871,322</b>	<b>1,105,405</b>	<b>12,720,216</b>	<b>469,952</b>	<b>3.84%</b>

# SCHEDULES

## SCHEDULE G

**WEIGHTED VOTES**

MUNICIPALITY/REGIONAL DISTRICT	2022 LEVIES	VOTES
Campbell River	1,750,493	28
Comox	754,434	12
Courtenay	1,511,463	24
Cumberland	222,475	3
Duncan	255,208	4
Gold River	49,924	1
Ladysmith	443,650	7
Lake Cowichan	163,581	3
Lantzville	221,694	3
Masset	30,781	1
Nanaimo	5,155,191	81
North Cowichan	1,658,657	26
North Saanich	905,656	14
Parksville	778,715	12
Port Alberni	839,444	13
Port Alice	24,754	1
Port Clements	11,414	1
Port Hardy	168,085	3
Port McNeill	96,963	2
Qualicum Beach	562,522	9
Queen Charlotte	38,946	1
Sayward	13,479	1
Sidney	839,644	13
Sooke	760,176	12
Tahsis	14,600	1
Tofino	220,019	3
Ucluelet	133,587	2
Zeballos	4,567	1
Alberni-Clayoquot	523,888	8
Capital	315,360	5
Central Coast	66,226	1
Comox Valley	1,433,476	23
Cowichan Valley	2,150,072	34
Mount Waddington	161,102	3
Nanaimo	2,524,008	40
North Coast	51,985	1
qathet	28,314	1
Strathcona	555,880	9
<b>TOTAL LOCAL LEVIES</b>	<b>25,440,431</b>	<b>407</b>

*Internal Note:*

*1/4% of Total Local Levies means Value for one vote = 63,601*

*June 2002 Board meeting the following motion was adopted:*

*VIRL BR 02061:8  
That the Board approve a new weighted vote formula in which each member jurisdiction receives 1 weighted vote plus 1 additional vote for each 1/4 percent total VIRL tax contributions after the first 1/4 percent. Where the formula in a fraction of a vote, normal rounding will apply.*



Vancouver Island Regional Library  
6250 Hammond Bay Road  
Nanaimo, BC V9R 5N3  
Phone: 1-877-415-VIRL  
E-mail: [info@virl.bc.ca](mailto:info@virl.bc.ca)  
Website: [virl.bc.ca](http://virl.bc.ca)





# 2022 BUDGET

## System Wide

2022

### Retooled. Revived. Ready!

The 2022 – 2026 Financial Plan is the first plan prepared in an environment where the impact of COVID-19 will likely not be 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.

The complete 2022 – 2026 Financial Plan is available at [virl.bc.ca](http://virl.bc.ca).

### HOW IS MY LEVY CALCULATED?

Each member's levy is calculated in accordance with the Library Act. The allocation is based on 50% population, and 50% assessed value. Both of these figures are provided to VIRL by an external source.

Each member's levy is based on their proportion of these figures compared to VIRL as a whole.

Therefore, the amount you contribute is impacted by changes in your local population and assessed value. Where these figures have changed by an amount that is different than the VIRL overall average change, each member levy will adjust accordingly.

### WHAT CHANGED? \*

#### Population

Across all of VIRL, population increased by an average of **0.93%**.

For 2022, your population changed by **4,307** which represents a change of **0.93%**.

When factored into VIRL as a whole, this leads to a change of **\$469,949** to your levy, or a change of **1.92%**.

#### Assessed Value

Across all of VIRL, assessed value increased by an average of **4.46%**.

For 2022, your assessed value changed by **\$592,836,102** which represents a change of **4.46%**. When factored into VIRL as a whole, this leads to a change of **\$469,952** to your levy, or a change of **1.92%** over 2021.

#### Total Levy

For 2022, your total levy increases by **\$939,902** for a total of **25,440,431**. This represents a change of **3.84%** over 2021.

#### Per Capita

On a per capita basis, in 2022 your levy changes by **\$1.52**. Per capita will vary by community, depending on their respective changes to population. An increased population may decrease the per capita cost, since the cost is spread over a larger total.

# 2022 BUDGET

AT A GLANCE:  
LEVY CHANGE

CORE SERVICES

## 3.19%

CONSOLIDATED FACILITIES  
MASTER PLAN

## 0.60%

BUISNESS CASES

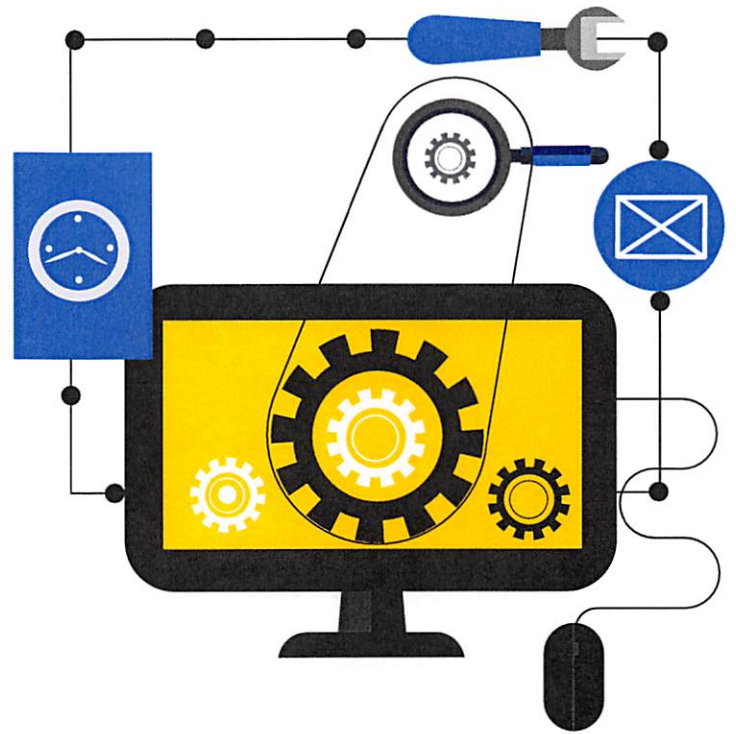
## 0.05%

TOTAL LEVY CHANGE

# 3.84%

\*Totals may be off by nominal amounts, due to rounding

**RETOOLED  
REVIVED  
READY!**



2022-2026 VANCOUVER ISLAND REGIONAL LIBRARY FINANCIAL PLAN



# BUDGET BREAKDOWN

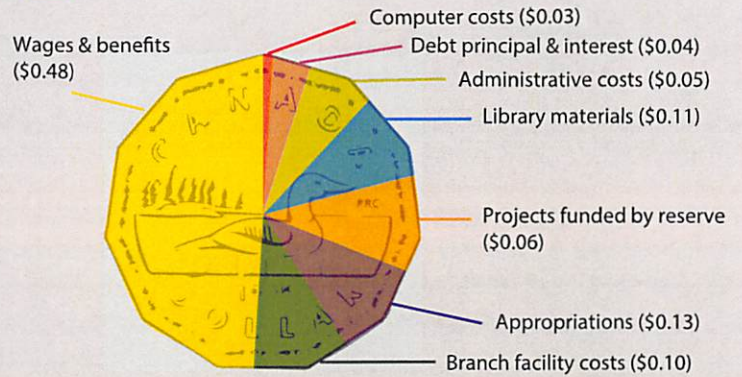
## Central Coast RD

2022

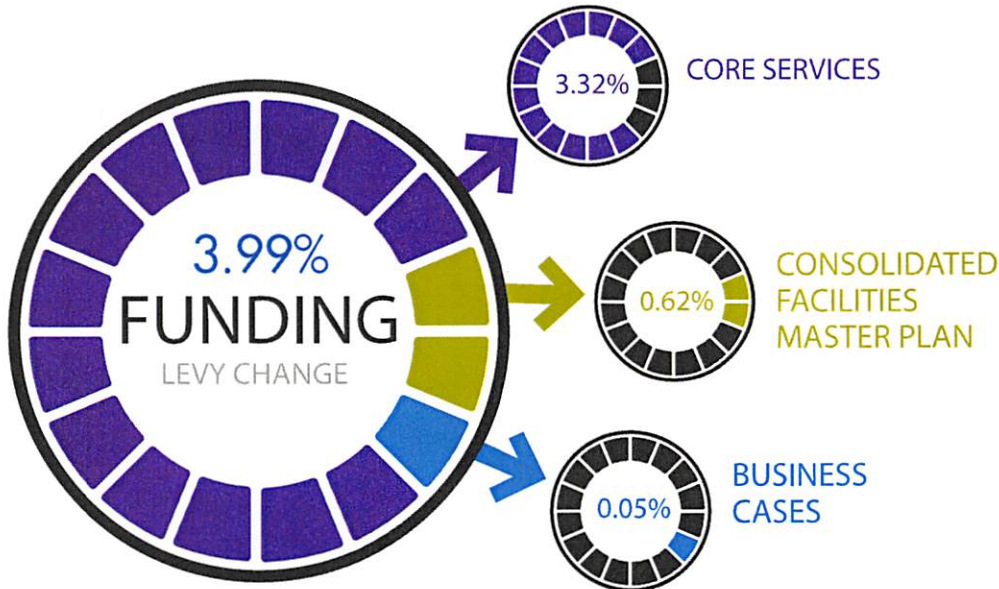
114

1 YOUR PER CAPITA CHANGE \$1.91

2 HOW YOUR \$1.00 IS APPLIED



3 This Year's CHANGE: 3.99%



\*Totals may be off by nominal amounts, due to rounding





# 2022 BUDGET

Central Coast RD

2022

## Retooled. Revived. Ready!

The 2022 – 2026 Financial Plan is the first plan prepared in an environment where the impact of COVID-19 will likely not be 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.

The complete 2022 – 2026 Financial Plan is available at [virl.bc.ca](http://virl.bc.ca).

## HOW IS MY LEVY CALCULATED?

Each member's levy is calculated in accordance with the Library Act. The allocation is based on 50% population, and 50% assessed value. Both of these figures are provided to VIRL by an external source.

Each member's levy is based on their proportion of these figures compared to VIRL as a whole.

Therefore, the amount you contribute is impacted by changes in your local population and assessed value. Where these figures have changed by an amount that is different than the VIRL overall average change, each member levy will adjust accordingly.

## WHAT CHANGED? \*

### Population

Across all of VIRL, population increased by an average of **0.93%**.

For 2022, your population changed by **(8)** which represents a change of **-0.53%**.

When factored into VIRL as a whole, this leads to a change of **\$936** to your levy, or a change of **1.47%**.

### Assessed Value

Across all of VIRL, assessed value increased by an average of **4.46%**.

For 2022, your assessed value changed by **\$1,904,347** which represents a change of **7.42%**.

When factored into VIRL as a whole, this leads to a change of **\$1,602** to your levy, or a change of **2.52%** over 2021.

### Total Levy

For 2022, your total levy increases by **\$2,539** for a total of **66,226**. This represents a change of **3.99%** over 2021.

### Per Capita

On a per capita basis, in 2022 your levy changes by **\$1.91**. Per capita will vary by community, depending on their respective changes to population. An increased population may decrease the per capita cost, since the cost is spread over a larger total.

# 2022 BUDGET

AT A GLANCE:  
LEVY CHANGE

CORE SERVICES

## 3.32%

CONSOLIDATED FACILITIES  
MASTER PLAN

## 0.62%

BUSINESS CASES

## 0.05%

TOTAL LEVY CHANGE

## 3.99%

\*Totals may be off by nominal amounts, due to rounding

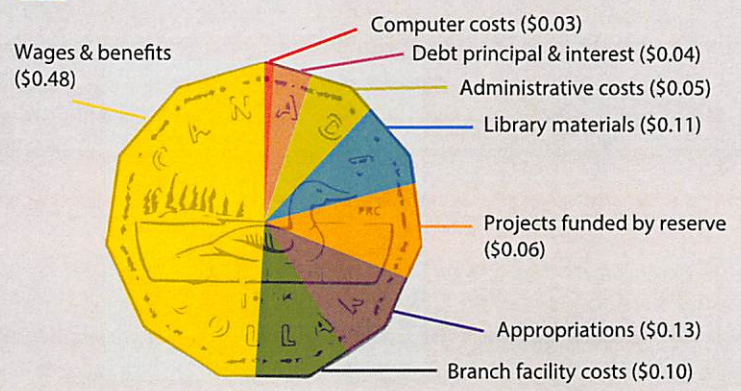


# BUDGET BREAKDOWN

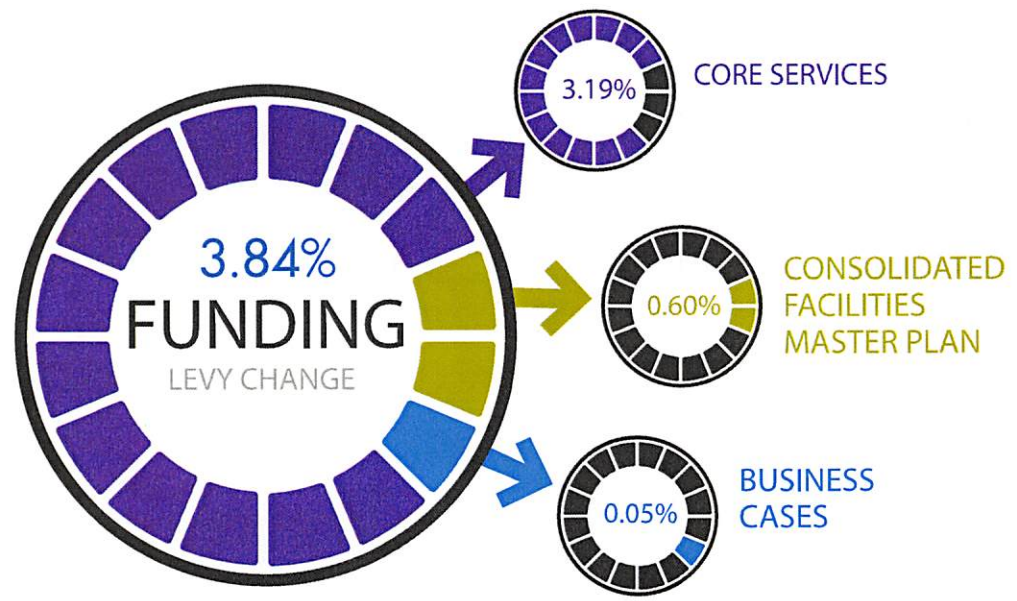
## System Wide

1 YOUR PER CAPITA CHANGE \$1.52

2 HOW YOUR \$1.00 IS APPLIED



3 This Year's CHANGE: 3.84%

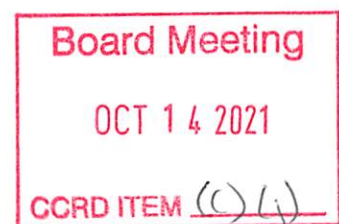


\*Totals may be off by nominal amounts, due to rounding



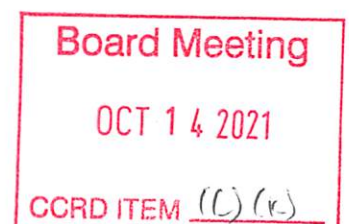
DIRC Meeting Minutes  
Aug 18, 2021

1. Members called to order: 18:05
2. Members present: Mark, Jean, Scott, Steve, Charlotte, Dan.
3. Agenda accepted.  
M/S Jean/Steve Passed
4. Last meeting's minutes accepted.  
M/S Steve/Jean Passed
5. Treasurer's report: N/A
6. Old business
  - Motion to approve hiring Heiltsuk trail building crew to brush out new airport trail and pay them \$500, and to hire someone to make and mount trail markers for \$500.  
M/S Steve/Mark Passed
  - investigate trail to WWII crashed airplane on mountain.
  - Dan will forward map of trail.
7. Adjournment: 18:30  
M/S Mark/Jean Passed



DIRC Meeting Minutes  
Sep 22, 2021

1. Members called to order: 18:04
  2. Members present: Mark, Jean, Scott, Steve, Charlotte, Dan.
  3. Agenda accepted  
M/S Passed
  4. Last meeting's minutes accepted.  
M/S Charlotte/Jean Passed
  5. Treasurer's report: N/A
  6. Old business  
-trail update: brushing to be done soon by Heiltsuk crew
  7. New business  
-fireworks: \$500 requested for fireworks  
**Motion to set aside \$500 for Hallowe'en fireworks**  
M/S Mark/Charlotte Passed
- Hallowe'en: airport, burning man, prizes (t-shirts/hoodies)  
**Motion to set aside \$100 for Hallowe'en contest prizes**  
M/S Charlotte/Jean  
-request from Salty Sea Rags (Krista will ask)  
-potluck  
-request funds from Chamber, Bridgeview, SW for BBQ items
7. Adjournment: 18:23





**To:** Courtney Kirk, CAO

**CC:** Board of Directors, CCRD

**From:** Louise Hopkins, Records Clerk

**Meeting Date:** Thursday, October 14<sup>th</sup>, 2021

**Subject:** Board remuneration for September 9<sup>th</sup>, 2021

**Recommendation:**

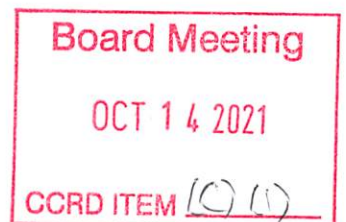
*THAT the Board of Directors of the Central Coast Regional District authorize remuneration for Board members for attending the second day of September's regular Board meeting at a rate of full day special work assignment (\$250) for each attending Director and Alternate Director.*

**Policy, Bylaw or Legislation:**

Bylaw #495 CCRD Board remuneration and expenses bylaw

Submitted by: Louise Hopkins  
Louise Hopkins, Records Clerk

Reviewed by: Courtney Kirk  
Courtney Kirk, Chief Administrative Officer





**Courtney E. Kirk**

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**From:** Reid, Heidi MUNI:EX  
**Sent:** Friday, October 1, 2021 12:04 PM  
**Cc:** Spilker, Robyn MUNI:EX; Reid, Heidi MUNI:EX  
**Subject:** North - SAVE THE DATE - October 15th from 9:00 - 10:30 am PST - Regional Call with Minister Josie Osborne

Hello and Happy Friday!

Hope you're all doing well.

Please hold the date and time, **October 15 from 9:00 am to 10:30 am PST**, to join Minister Josie Osborne and UBCM President Laurey-Anne Roodenburg, on a call to discuss common ground and shared priorities with the Province in the year ahead.

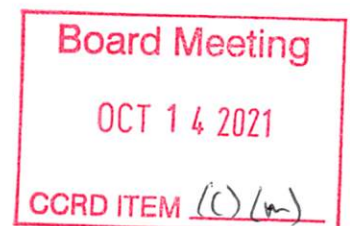
Please note that we will be continuing with MTeams for this round of regional calls and that an agenda along with the Teams link will be shared with you in the coming days.

If you have any questions or concerns, please feel free to contact myself at  
or

Thanks so much.

Heidi

Heidi Reid  
Administrative Coordinator to the  
Honourable Josie Osborne  
Minister of Municipal Affairs  
Phone:  
E-mail:



September 15, 2021

Honourable Josie Osborne  
 Minister of Municipal Affairs

VIA Email: MAH.Minister@gov.bc.ca

Dear Minister:

**Re: Appointment of Directors to Regional District Board**

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The following resolution was passed by the Metro Vancouver Regional District Board at its July 30, 2021 meeting:

*That the MVRD Board request the Ministry of Municipal Affairs to amend the Local Government Act in section 198 [appointment and term of office for municipal directors], as necessary to require municipal councils to appoint the Mayor, or the Mayor's designate, as the municipal director to the regional district board*

Metro Vancouver's background report to this motion, entitled "Municipal Director Appointment Process", is attached for reference.

At its September 13, 2021 Regular Council meeting, the Council for the City of Langley passed the following resolution:

WHEREAS the Local Government Act sets out the procedure for the appointment of directors to the regional district board;

WHEREAS section 198 of the Local Government Act states: After the first appointment under section 41 (2) (e) [first board for regional district], each municipal director is to be appointed at pleasure by the council from among its members and that the Local Government Act does not stipulate any criteria in making those appointment decisions;

WHEREAS the appointment of directors to the regional district board under the Municipal Act (now Local Government Act) was changed after 2000 to "at the pleasure of Council" and that there have been no criteria constraining municipal council's appointment decision since 1965;

WHEREAS the governance structure of regional districts has been lauded as a model structure that provides for "a regional federation of autonomous partners, representing both municipal and non-municipal territory and allows each Regional District to tailor most of its individual functions, both regionally and sub-regionally, to its own evolving needs. The Regional District legislation was designed to promote inter-municipal cooperation, to provide services to non-municipal urban fringe or rural communities, and to stimulate consensus-based planning and co-ordination across regions;"<sup>1</sup>

WHEREAS regional districts are "part of the municipal system not separate from it. The regional district does not sit over the municipalities with the municipal units serving the region. Rather it is the reverse: the regional district exists to further the interests of its municipal members;"<sup>2</sup>



WHEREAS the current section 198 of the Local Government Act provides ability, accountability, autonomy, and a democratic process for each municipal council to appoint the director to the regional board that best represents the views of majority of council on regional-scale services matters;

WHEREAS the Metro Vancouver Regional District is a federation of 21 municipalities, one Electoral Area and one Treaty First Nation that collaboratively plans for and delivers regional-scale services;

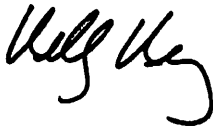
WHEREAS the Metro Vancouver Regional District Board, at its July 30, 2021 meeting, passed a resolution to request the Ministry of Municipal Affairs to amend the Local Government Act in section 198 [appointment and term of office for municipal directors], as necessary to require municipal councils to appoint the Mayor, or the Mayor's designate, as the municipal director to the regional district board;

WHEREAS Metro Vancouver Regional District Board has not outlined the impetus and rationale for the proposed amendment to section 198 of the Local Government Act;

WHEREAS the proposed resolution passed by the Metro Vancouver Regional Board to amend the Local Government Act to require municipal councils to appoint the Mayor, or the Mayor's designate, as the municipal director to the regional district board would affect all regional district boards in BC and that a broad consultation with all local governments in BC is necessary and required to consider this amendment;

THEREFORE, BE IT RESOLVED THAT the Ministry of Municipal Affairs conduct a broad consultative process in partnership with the Union of British Columbia Municipalities, Lower Mainland Local Government Association, and all local governments in BC to solicit feedback with tangible and objective rationale to support the amendment to section 19 of the Local Government Act to require municipal councils to appoint the Mayor, or the Mayor's designate, as the municipal director to the regional district board; and that this motion be forwarded to Honourable Josie Osborne, Minister of Municipal Affairs, and all municipal councils in BC.

Yours truly,  
CITY OF LANGLEY



Kelly Kenney  
Corporate Officer

Cc BC Municipalities

Enclosure

*Footnotes in Resolution:*

*1 40 Years: A Regional District Retrospective Summary of Proceedings, Local Government Knowledge Partnership, Ministry of Community & Rural Development, Local Government Management Association of British Columbia, 2009,*  
<https://www.uvic.ca/hsd/publicadmin/assets/docs/LGI/RetrospectiveMar2009/Summary.pdf>

*2 A Primer on Regional Districts in British Columbia, Ministry of Community Services, 2006,*  
[https://www.regionaldistrict.com/media/28095/Primer\\_on\\_Regional\\_Districts\\_in\\_BC.pdf](https://www.regionaldistrict.com/media/28095/Primer_on_Regional_Districts_in_BC.pdf)

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To: MVRD Board of Directors

From: Mayors Committee

Date: July 9, 2021 Meeting Date: July 30, 2021

Subject: **Municipal Director Appointment Process**

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**MAYORS COMMITTEE RECOMMENDATION**

That the MVRD Board request the Ministry of Municipal Affairs to amend the *Local Government Act*, in section 198 [appointment and term of office for municipal directors], as necessary to require municipal councils to appoint the Mayor, or the Mayor's designate, as the municipal director to the regional district board.

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At its July 9, 2021 meeting, the Mayors Committee considered the attached report titled "Municipal Director Appointment Process", dated June 18, 2021. The committee discussed seeking a statutory amendment to the provisions in the *Local Government Act* to require the appointment of the Mayor or designate as the municipal director on the regional district board. The Committee subsequently adopted the recommendation as presented above in underline style.

This matter is now before the Board for its consideration.

**Attachment**

"Municipal Director Appointment Process", dated June 18, 2021

46632665

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To: Mayors Committee

From: Chris Plagnol, Corporate Officer

Date: June 18, 2021 Meeting Date: July 9, 2021

Subject: **Municipal Director Appointment Process**

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### RECOMMENDATION

That the Mayors Committee receive for information the report dated June 18, 2021, titled "Municipal Director Appointment Process".

---

### EXECUTIVE SUMMARY

BC's regional districts are each governed by a board of directors which is composed of municipal directors, Treaty First Nations directors, and electoral area directors representing their local jurisdictions. As set out in the *Local Government Act*, the electoral area director is elected to the board, while the other directors are appointed. The decision to appoint rests with the municipal council or the treaty first nation governing body. The Act does not stipulate any criteria in making those appointment decisions, such as the Mayor should be the default appointment. To do so would require a statutory amendment to the *Local Government Act*.

### PURPOSE

To outline the process and procedures related to the appointment of municipal directors to the Metro Vancouver board.

### BACKGROUND

At its meeting of May 26, 2021, the Mayors Committee discussed the process by which directors, particularly Mayors or their designates, are appointed to the regional district board, and adopted the following resolution:

*That the Mayors Committee direct staff to review the process and procedures for Mayor or their designate and Director appointments and report back.*

This report provides for the committee's consideration information on the municipal director appointment process.

### REGIONAL DISTRICT GOVERNANCE

The 27 regional districts in BC are modeled as a federation composed of municipalities, electoral areas, and Treaty First Nations, each of which has representation on the regional district board. The board is the governing body of the regional district, and is ultimately responsible for the services provided and the actions taken. This board is composed of one or more directors appointed from each member municipal council and each Treaty First Nation governing body, and of one or more directors elected from each electoral area, based on the population of the jurisdiction represented.

### **Metro Vancouver's Boards**

In Metro Vancouver's case, the MVRD board represents 21 municipalities, one Electoral Area and one Treaty First Nation, composed of 40 directors as follows:

- 38 municipal directors
- 1 treaty first nation director
- 1 electoral area director

It is important to note that in addition to the MVRD Board, Metro Vancouver is also governed by 3 other boards. The *GVS&DD Act* provides that the GVS&DD board comprises those persons who are directors for each jurisdiction within the GVS&DD on the MVRD board, together with the electoral area director. The *GVWD Act* contains a similar provision. Finally, the *MVHC Articles of the Company* stipulate that the directors for the MVHC board will mirror those appointed to the MVRD board.

### **Appointment Process**

The *Local Government Acts* sets out the procedure for the appointment of directors. For municipal directors, section 198 of the Act states:

After the first appointment under section 41 (2) (e) [*first board for regional district*], each municipal director is to be appointed at pleasure by the council from among its member.

There is a significant phrase in this section and that is that each municipal director is to be appointed at pleasure by the council from among its members. This means that the decision to appoint (or remove) municipal directors rests entirely with the municipal council (as does the appointment of Alternate Directors, which is not addressed in this report). The Act does not stipulate any criteria in making those appointment decisions, such as the Mayor or Mayor's designate should be the default appointment, followed by councillors.

Since 1965, the *Municipal Act* (now *Local Government Act*) stipulated that municipal directors were appointed annually (after 2000, this provision was changed to "at the pleasure of council"). And since 1965, there have been no criteria constraining municipal council's appointment decision.

Electoral area directors and treaty first nation directors follow different provisions. The electoral area director is directly elected for a four-year term until the next general local election, as set out in section 199 of the Act. The treaty first nation director is appointed by the nation's governing body and does not follow the "at pleasure" provision described above, but rather the term is set in accordance with section 254 of the Act.

If the MVRD Board wishes to make changes to the appointment process presented above, the next step would be to seek legislative change to the *Local Government Act*. In this case, the statutory change would affect all regional district boards in BC. The Ministry would have to consider the effect of this more global change, and may restrict this provision to Metro Vancouver only and/or conclude that the same amendment is appropriate for other regional district boards.

**ALTERNATIVES**

This is an information report. No alternatives are presented.

**FINANCIAL IMPLICATIONS**

Directors appointed to the regional district board are remunerated in accordance with the Remuneration Bylaw. The process to appoint directors to the board does not affect the remuneration budget.

**CONCLUSION**

The process to appoint directors (municipal directors, treaty first nation directors, and electoral area directors) to regional district boards is prescribed by the *Local Government Act*. While the electoral area directors are directly elected to the boards, the municipal directors and treaty first nation directors are appointed by their municipal council and governing body respectively. The Act does not stipulate that the municipal director appointment must be the Mayor or the Mayor's designate. As such, to introduce any appointment selection criteria for municipal directors would require a statutory amendment. This information is brought forward for the committee's information.

46272792

**Subject: Predator Reduction for Caribou Recovery: Engagement Period Now Open**

Good Morning,

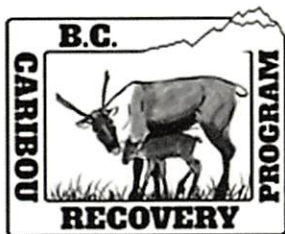
The BC Caribou Recovery Science team has recommended predator reduction for 13 caribou herds (map attached). Engagement and consultation is now underway to seek input to inform the statutory decisions that support this recovery action. First Nations collaboration and engagement is underway through herd planning tables, G2G agreements, and formal consultation approaches. Tenure holders in treatment areas who may be impacted (e.g., guide outfitters, trappers) have already received direct emails from the Caribou Program to begin conversations.

The reasons declining herd numbers are complex and include multiple factors such as habitat loss, predators, natural disturbance, nutrition, and climate change. Evidence collected through research and monitoring in BC suggest the best results for caribou recovery are achieved when multiple management actions are taken in tandem. This can include some combination of habitat protection and restoration, predation management, and maternal penning. Long-term success for caribou recovery will depend on landscape-scale habitat management; however, it may be decades before the benefits of such measures are realized. In the short-term, removing predators has shown the most rapid, positive effect.

The decision to remove animals of one species to benefit another is difficult, and such decisions are taken seriously. We understand how some people may find the idea of deliberately removing wolves unsettling even though this approach is supported by science. The removal of predators could make the difference between caribou herd recovery and continued population decline leading to the complete loss of caribou in particular areas.

Engagement for citizens is running concurrently with the consultation of Nations and engagement of tenure holders (September 15-November 15). Citizens are encouraged to make their voices heard through [engage.gov.bc.ca/caribou](https://engage.gov.bc.ca/caribou). To date 1,065 surveys have been completed.

I've attached a brief introduction to the topic. More information can be found through [engage.gov.bc.ca/caribou](https://engage.gov.bc.ca/caribou). I would be happy to make myself available if you would like further conversation on this recovery action and associated engagement.



Heather Wiebe (she/her)

Director

BC CARIBOU RECOVERY PROGRAM

*Vision: Conserving and recovering British Columbia's caribou through excellence in integrated resource stewardship.*

Phone: [REDACTED]

Engagement on proposed predator reduction for caribou recovery will be open from September 15 to November 15. For more information please visit: [engage.gov.bc.ca/caribou](https://engage.gov.bc.ca/caribou).





# Understanding Caribou Declines in British Columbia

Woodland caribou are a species of great ecological importance and have significant cultural and ecological value for people that call British Columbia (B.C.) home. Once abundant, many caribou herds have declined steeply over the past several decades. The overall population in B.C. has gone from approximately 40,000 animals to 15,500 currently. Caribou recovery is a key priority of the Government of B.C., and a wide range of recovery actions have been implemented in caribou ranges. This document outlines why caribou herds are declining, and what tools biologists are using to help recover caribou populations.

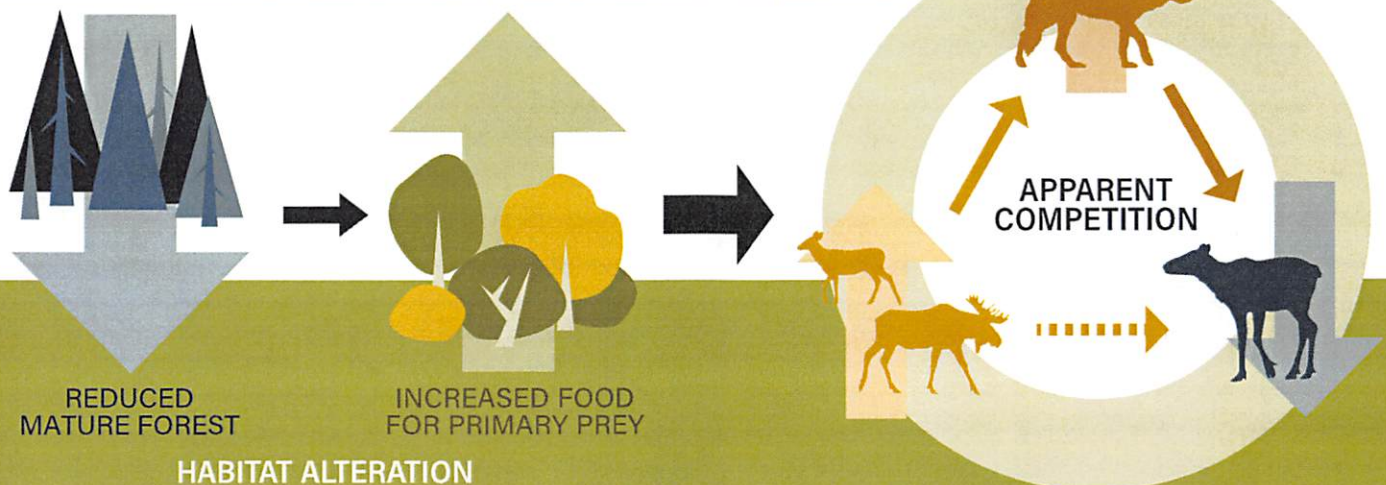
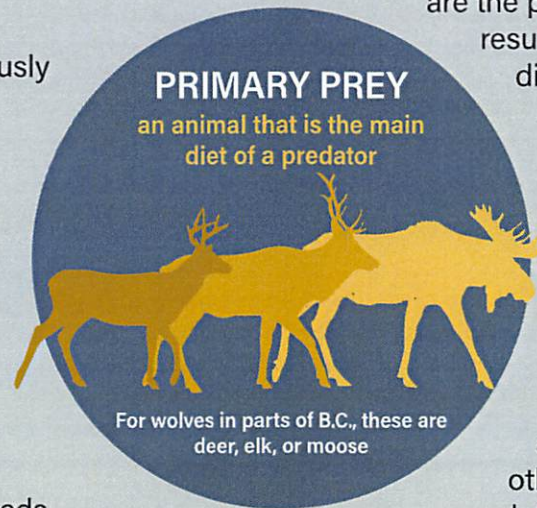
## Human-caused landscape change has altered relationships between caribou, primary prey, and their predators

Woodland caribou have previously coexisted with predators by using a strategy of avoidance. Throughout the seasons, caribou inhabit areas that are typically not desirable for predators and other prey species. Caribou are adapted to live in mature coniferous forests, mountainous terrain, peatlands, and areas with deep persistent snowpacks. These habitats sustain their needs, but not those of other prey species.

However, habitat disturbance - often caused by industrial resource development, has severely altered the condition of the landscape in caribou ranges.

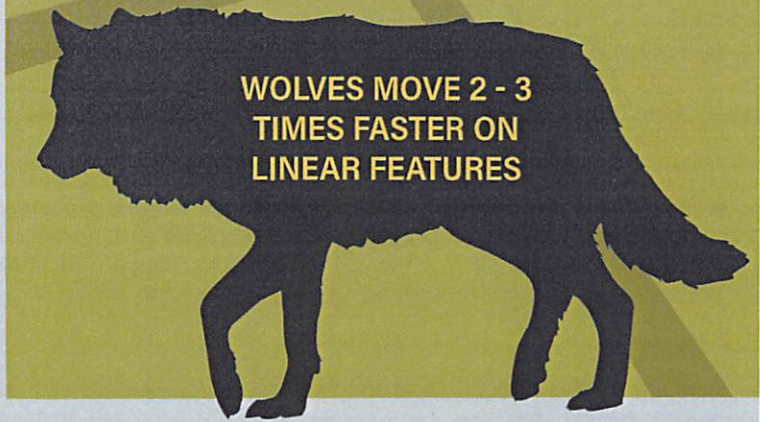
When forests are disturbed, through human activity or natural causes like wildfire, the regrowth is initially dominated by leafy shrubs, herbs, and grasses. This surplus of food leads to more moose, elk, and deer, all of which are the primary prey for wolves. This results in a greater abundance and distribution of wolves, and reduced separation between wolves and caribou. Ultimately, this leads to more caribou being predated on by wolves.

This phenomenon is known as "apparent competition." Caribou are susceptible to predation, and are less productive than other ungulates like moose, elk, and deer. The result of apparent competition leads to fewer caribou.

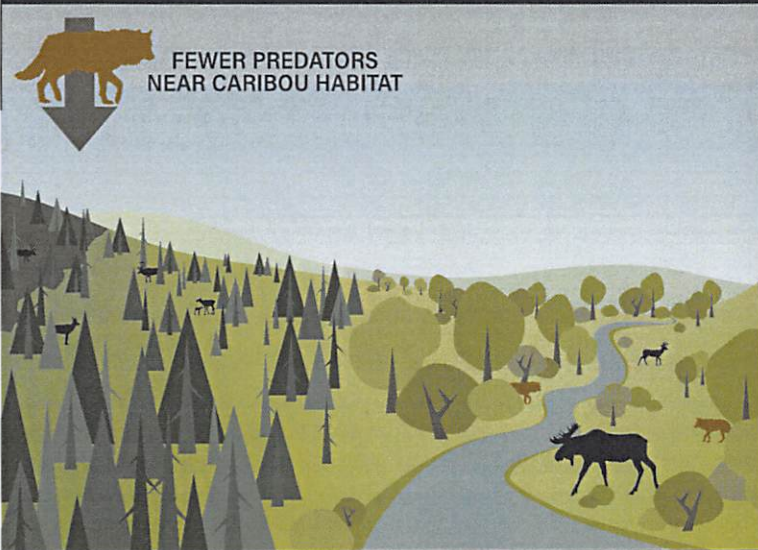


## Linear features provide predators easy access into caribou habitat

Human activity can also give predators a hunting advantage. Linear features like roads, seismic lines, and pipeline right of ways provide easy access into caribou habitat. Wolves move faster along linear features compared to natural forest, allowing them to search large areas and encounter caribou at a higher rate.



### UNDISTURBED



### DISTURBED



As a result of these changes to predator-prey dynamics, scientific evidence indicates that habitat change resulting from the extraction of natural resources is the main factor leading to unsustainable predation rates on caribou, and the leading proximate cause of woodland caribou declines.

## A multi-lever approach is needed

To address these challenges for caribou populations, the Government of B.C. has adopted both short-term and long-term recovery measures. A few examples of these are shown below. See other summaries for more details on these measures and observed responses of B.C. caribou herds.

#### SHORT-TERM EXAMPLES

#### LONG-TERM EXAMPLES

PREDATOR REDUCTIONS

MATERNAL PENS

SUPPLEMENTAL FEEDING

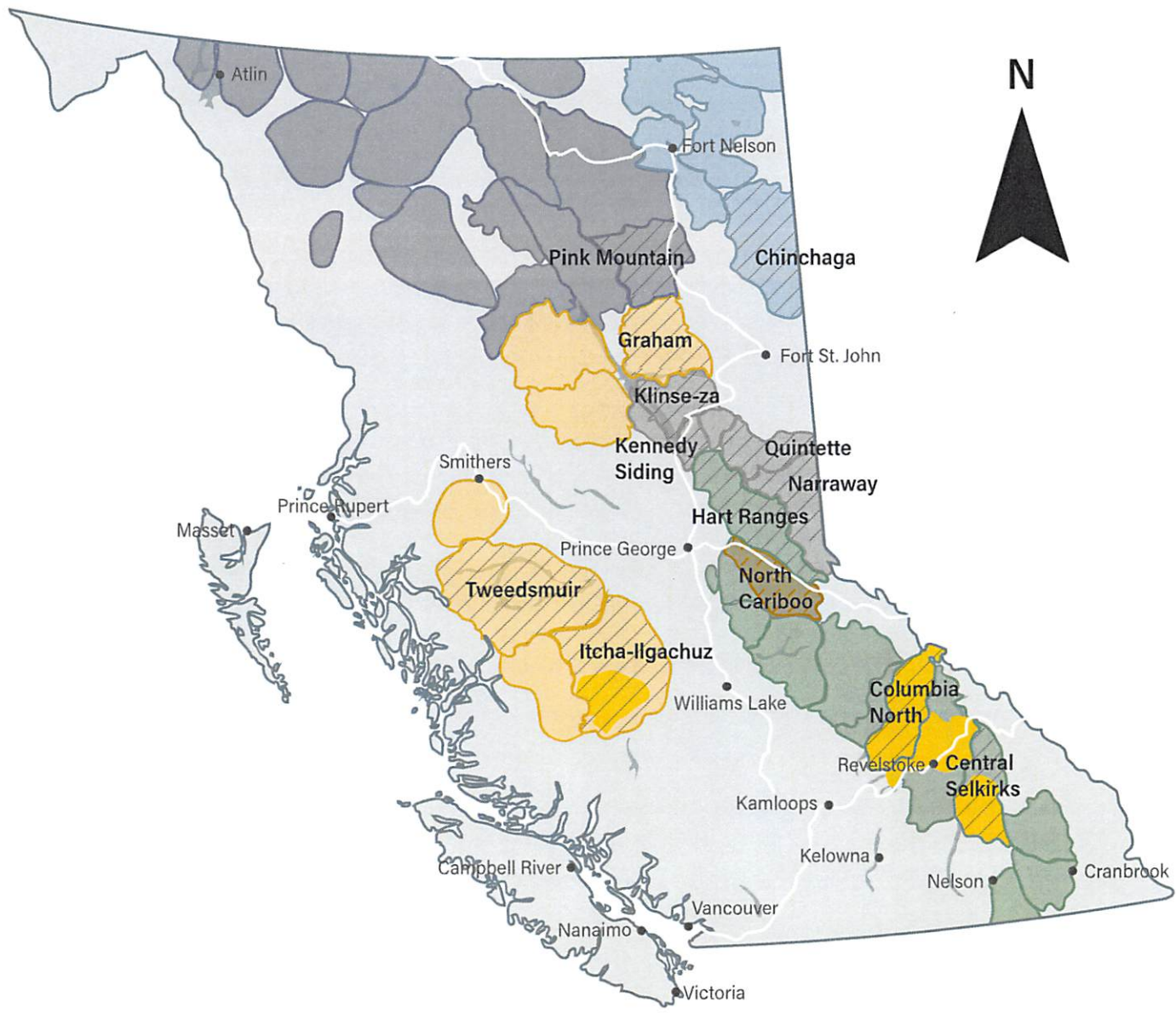
HABITAT PROTECTION

HABITAT RESTORATION









CHANGES TO INDUSTRY PRACTICES



# Caribou Herd Ranges Prioritized for Predator Management Program in B.C.



## B.C. Caribou Herd Boundaries

- |   |                                    |   |  |
|---|------------------------------------|---|--|
|  | Boreal                             |  | Continued Predator Management (Wolf)   |
|  | Northern Mountain                  |  | North Cariboo (New Treatment Area)     |
|  | Southern Mountain (Central Group)  |  | Continued Predator Management (Cougar) |
|  | Southern Mountain (Northern Group) |   |  |
|  | Southern Mountain (Southern Group) |   |  |

