Greater Victoria Public Library Board
Regular Meeting
October 22, 2019
12:00p.m. – 1:00p.m.

Central Branch
Community Meeting Room
735 Broughton Street
Victoria BC
The GVPL Board recognizes and acknowledges the traditional territory of the Esquimalt and Songhees Nations on which the Central Branch is located and Board Meetings take place.

Mission Statement
We build community and support literacy and lifelong learning by providing free access to information, space, tools and expertise.
1. Call to order

2. Indigenous Acknowledgement

3. Chair’s Remarks

4. Consent Agenda  
   4.1 Approval of Agenda  
   4.2 Approval of Minutes – September 17, 2019 – Attachment 4.2

5. Officers reports  
   5.1 Chair Report – Attachment 5.1 For Information  
   5.2 CEO Report – Attachment 5.2 For Information

6. Business Arising from Previous Meeting

7. Committee Reports  
   7.1 Finance Committee Meeting October 1, 2019 – Oral Report For Information

8. New Business  
   8.1 Draft Budget 2020 and Five-Year Financial Plan – Attachment 8.1 Motion to Approve  
   8.2 Staff Development Day 2020 – Attachment 8.2 Motion to Approve

9. Board Liaison Updates  
   9.1 Friends of the Library  
   9.2 British Columbia Library Trustees Association  
   9.3 IslandLink Federation

10. Next Meeting Date  
    November 19, 2019 12:00pm – 1:00pm

11. Adjournment
The GVPL Board recognizes and acknowledges the traditional territory of the Esquimalt and Songhees Nations on which the central branch is located and board meetings take place.

A meeting of the Greater Victoria Public Library Board was held on the above date at the above location. The following individuals were in attendance:

**Board Members:**
- Trustee D. Begoray (Chair)
- Trustee A. MacKinnon (Vice-Chair)
- Trustee A. Appleton
- Trustee M. Boyd
- Trustee D. Curtis
- Trustee J. Davis
- Trustee E. Glover
- Trustee K. Harper 12:08pm arrived
- Trustee Z. King 12:07pm arrived
- Trustee D. Kobayashi
- Trustee S. Laidlaw
- Trustee J. Loveday
- Trustee K. Roessingh
- Trustee J. Rogers
- Trustee M. Sahlstrom
- Trustee K. Santini

**Staff:**
- M. Sawa, CEO/Board Secretary
- P. McKinnon, Director, Finance and Facilities/Board Treasurer
- D. Main, Director, People and Culture
- J. Windecker, Director, Innovation and Delivery
- D. Wood, Director, Planning and Engagement
- K. Marshall, Recording Secretary
- D. Joyce, CUPE 410 President

**Regrets:**
- Trustee B. Beckett
- Trustee T. Chung
- Trustee J. Vermeulen

1. **CALL TO ORDER AND INDIGENOUS ACKNOWLEDGEMENT**

Meeting called to order at 11:59 a.m.
2. **INDIGENOUS ACKNOWLEDGEMENT**

    Trustee Begoray provided the Indigenous acknowledgement.

3. **CHAIR’S REMARKS**

    Trustee Begoray welcomed trustees to the September board meeting.

4. **CONSENT AGENDA**

    Moved by Trustee Roessingh, Seconded by Trustee Appleton

    | THAT the September 17, 2019 consent agenda be approved. |
    |--------------------------------------------------------|
    | MOTION CARRIED                                         |

5. **OFFICERS REPORTS**

   5.1 **Chair Report**

    Trustee Begoray provided the chair report, which included two pieces of correspondence from a library patron regarding security procedures in the courtyard of the Central Branch.

    M. Sawa, CEO provided information regarding the Waddington Complex courtyard and confirmed that courtyard security is not controlled by GVPL. GVPL did not request additional security and has expressed to the City of Victoria the importance of providing the public with a welcoming space. Trustee Begoray will respond to the patron with a letter from the board.

    Trustee King arrived at 12:07pm
    Trustee Harper arrived at 12:08pm

   5.2 **CEO Report to the Board**

    M. Sawa, CEO provided the CEO report.

    The Saanich Centennial branch remains closed until further notice. Plans are underway to establish a temporary holds pick-up and book drop-off point in the adjoining recreation centre until the branch reopens.

    Over 9,000 children participated in the Summer Reading Club (SRC) an increase of 6.5% over 2018.

    M. Sawa will be attending the Union of British Columbia Municipalities (UBCM) convention in Vancouver as a delegate and participating in several UBCM events relating to B.C. public libraries.

    GVPL staff presented two conference sessions at the 2019 Pacific Northwest Library Association (PNLA) conference in Spokane, Washington.

6. **BUSINESS ARISING FROM PREVIOUS MEETING**

   6.1 **Provincial Library Funding Advocacy**

   6.1.1 **UBCM update**

    20 x 20 campaign buttons were provided to board trustees. Each councillor representative received an allotment to distribute to fellow councillors to be worn at the UBCM convention to
support the Libraries’ Partners Group advocacy campaign for increased provincial funding in 2020.

Trustee Boyd will be participating in a panel session at the UBCM convention entitled “Libraries Support Resilient Communities.”

In August M. Sawa and the Executive Director of BCLA met with Minister of Finance, Carole James to provide her with information relating to the role public libraries play in the province and the need for increased provincial funding for public libraries in BC.

6.1.2 Additional Opportunities

Trustees discussed how to initiate new partnerships with additional key stakeholders to advocate for restoring provincial library funding.

6.2 Canadian Urban Libraries Council (CULC) Digital Publications Advocacy Campaign

6.2.1 Fall update

CULC’s federal digital publications advocacy campaign is ongoing. CULC has asked all members to communicate with local federal electoral candidates asking for support. Letter templates are available.

Moved by Trustee Rogers, Seconded by Trustee Roessingh

THAT the Board direct staff to proceed with the next phase of the CULC e-content government relations campaign.

MOTION CARRIED

7. COMMITTEE REPORTS

7.1 Planning and Policy Committee Meeting September 10, 2019

Trustee Davis provided a planning and policy committee meeting report. The board retreat is November 2, 2019 and all trustees are encouraged to attend.

7.2 Finance Committee Meeting August 27, 2019

Trustee Boyd provided a finance committee meeting report. The finance committee reviewed the first draft of the 2020 budget and five-year financial plan. The committee meets again on October 1 to review the final draft of the 2020 budget and five-year financial plan. All trustees are encouraged to attend. The final draft of the budget will be presented at the October 22, 2019 board meeting for approval.

8. NEW BUSINESS

8.1 Board Retreat 2019

Trustee Kobayashi provided an update on plans for the November 2, 2019 board retreat. The board retreat will be held at the University Club, University of Victoria from 9:00am – 3:00pm. The purpose is to discuss issues currently facing the board. The book, Palaces of the People is required reading and was distributed to all trustees.
Four key issues have been identified and selected reading material will be provided for each topic in advance of the retreat:

- Central branch
- Freedom of expression
- Strategic planning and metrics
- Fines and fees

9. BOARD LIAISON UPDATES

9.1 Friends of the Library

Trustee Santini provided a Friends of the Library update. The Nellie McClung book sale raised $8,252 and had approximately 400-500 customers. Books that were not sold will be saved for the next book sale.

9.2 British Columbia Library Trustees Association (BCLTA)

Trustee Glover provided a BCLTA update. The BCLTA board retreat is September 27 and 28. The retreat will discuss developing strategic partnerships and preliminary planning for the annual BC Library Conference trustees’ summit. Trustee Glover encouraged board trustees to read and subscribe to the BCLTA bulletin at bclta.ca

9.3 IslandLink Federation

Trustee Laidlaw provided an IslandLink Federation report. The IslandLink Federation AGM is October 4 and 5 hosted by GVPL. October 4 is a strategic planning session and October 5 is the AGM. All trustees are invited to attend the lunch on October 5.

9.4 Greater Victoria Labour Relations Association (GVLRA)

Trustee Harper provided an update. GVLRA has begun their strategic planning.

10. NEXT MEETING DATE
October 22, 2019 12:00pm-1:00pm

11. ADJOURNMENT

Moved by Trustee Boyd, Seconded by Trustee Sahlstrom

THAT the September 17, 2019 Regular Board Meeting adjourn

MOTION CARRIED

Meeting adjourned at 1:00pm

__________________________  __________________________
Board Chair                                                                 Board Secretary
Chair’s Report
October 22, 2019

“I’m so glad I live in a world where there are Octobers.” --Anne of Green Gables, L.M. Montgomery

Like Anne, I too so enjoy October: the brilliant trees, crisp nights, and pleasure of evenings by a fireplace while the rain outside refreshes the world.

The following report provides a brief summary of activities that I have been involved in on behalf of the Board since our September meeting.

1. October is B.C. Library Month! Trustee and Vice Chair Andy MacKinnon and I were delighted to represent the GVPL Board at the B.C. Legislature on October 8. We were part of a delegation representing B.C. public libraries for the provincial declaration of B.C. Public Library month. After we were duly assembled in the Speaker’s Gallery we were introduced individually by Minister of Education Rob Fleming. I was very proud of our group and we were warmly applauded by the House.

2. I was also pleased to represent GVPL at the Victoria Book Prize Awards sponsor reception and awards event on October 9th at the Union Club. It was wonderful to have fellow trustees and GVPL staff there as well. Indeed, this event would not take place without the work of GVPL staff who are actively involved in supporting this important event for our literary community. The readings from adult and children’s books were inspirational and I would encourage trustees to seek them out at bookstores, or, of course, through the GVPL.

3. GVPL and our Friends of the Library (FOL) group are currently exploring opportunities to formalize processes and procedures to further enhance the FOL’s efforts to raise money to support our many programs. I participated in a meeting with GVPL staff and the FOL’s President, Irwin Henderson, in late September to discuss options. We will continue to work together to develop recommendations for GVPL and FOL boards to consider in the near future.

4. The Finance Committee met again in September to review the second draft of the library’s 2020 budget proposal, which will be presented to the Board this month for approval. I was very impressed with the work of this committee to craft a realistic budget to present to our member municipalities--starting with Victoria in November. I hope you will all take the time to review this document in preparation for our October Board meeting.

5. Following the September 17th board meeting discussion of correspondence received by a library patron regarding security in the courtyard outside the entrance of the Central branch, I have sent a letter of response to the individual on behalf of the board, as attached.

6. I attended the British Columbia Trustees Association (BCLTA) Board Retreat with Trustee Elysia Glover. However, with two representatives from GVPL on this Board, I decided to step off. I am very pleased that Trustee Elysia Glover will continue to participate on the BCLTA board. I look forward to her updates regarding events including the UBCM convention and the B.C. Library Partners’ ‘20 by 20’ campaign at October’s Board meeting.
September 19, 2019

Dear Mr. Macdonald:

I am writing in response to your correspondence of July 21 and August 30. As requested, your emails were distributed to all members of the GVPL board of trustees.

At the September 17 meeting of the board, trustees reviewed your correspondence and discussed your concerns.

In response to your concerns, please understand that monitoring of the Waddington Strata Complex courtyard before open hours was not requested by the library. Library staff contacted the Waddington Complex security staff following your initial email to discuss their protocol and to request that the courtyard remain a welcoming space for our library patrons.

The Paladin Security Programs Manager responsible for the Waddington Strata informed our staff that they were directed to maintain a presence in the courtyard from other tenants of the complex.

Staff continue to communicate with Waddington Strata to reinforce the library’s expectation that the shared courtyard space is welcoming and accessible. We are aware that security protocols within the complex are influenced by many factors including the concerns of other tenants which include the B.C. Ministry of Children and Family Development, B.C. Ministry of Transportation and Infrastructure and the Office of the Crown Counsel.

The City of Victoria (owner of the Strata Lot) has been advised of the library’s concerns regarding Waddington Strata security protocols and the library board has requested staff to continue to monitor the situation and maintain communication with our security partners and the City of Victoria.

Thank you for bringing your concerns to our attention. If you have further concerns, please contact Devon Marchant, Security Programs Manager, Paladin Security 250-380-1965.

Best Regards,

[Signature]

Dr. Deborah Begoray
Board Chair
Union of BC Municipalities Convention

As announced at the September board meeting, a number of special events were planned to promote BC public libraries at the annual Union of BC Municipalities (UBCM) convention which took place in Vancouver the week of September 23. Representatives of the BC Library Partners spoke with over 600 convention delegates from local and provincial government who visited our trade show exhibit to promote the $20 Million in 2020 campaign. The ‘Libraries Support Resilient Communities’ UBCM Convention Clinic was very well attended and all 10 of the proposed public library funding resolutions passed. I was pleased to join Trustee King and members of the Central Saanich council in a meeting with the Minister of Education, Rob Fleming. Special thanks to GVPL councillor representatives, past and present, who assisted with introductions to key provincial representatives.

BC Library Month

October is BC Library Month, as proclaimed in the Legislative Assembly on October 8. Public libraries across BC are using this opportunity to raise awareness about the diverse and evolving roles libraries play in our communities.

Saanich Centennial Branch

District of Saanich crews and contractors have begun to repair the damage caused by the large-scale flood at G.R. Pearkes Recreation Centre. The Saanich Centennial Branch will remain closed until the repairs are completed. However, on November 1, all library material drop boxes will be open along the exterior of the branch and a temporary holds pick-up location hosted by GVPL staff will be established inside the Pearkes Recreation Centre lobby.

Canadian Urban Libraries Council

I joined my CEO colleagues from across Canada for the Fall meeting of the Canadian Urban Libraries Council (CULC) in London, Ontario on October 7 and 8. Key topics of discussion were: intellectual freedom; digital content; and safety and security in the library. Featured guest speakers included Canada’s new National Librarian and Archivist, Leslie Weir and the President of BookNet Canada.

CULC E-content campaign

A letter (attached) requesting support for the national e-content campaign was sent to all local federal candidates before the election. The campaign will continue post-election.
Vital Signs

The Victoria Foundation’s Vital Signs 2019 report was launched on October 1. GVPL is featured in the Arts & Culture section.

Victoria Native Friendship Centre

The Victoria Native Friendship Centre held a 50th anniversary Community Celebration on September 29. It was very well attended and we were pleased to see the Bruce Parisien Library so prominently featured.

IslandLink Federation

GVPL hosted the Fall meeting and strategic planning session of the IslandLink Federation at the sxʷeŋxʷəŋ təŋəxʷ James Bay Branch. Representatives from Alert Bay, Powell River and Salt Spring Island libraries joined GVPL board trustee representatives and staff for the two-day session on October 4 and 5.

GVPL Leadership Development

The final session of GVPL’s staff leadership development program took place on October 8. Over 25 staff participated in this year-long series of workshops and sessions developed to support GVPL’s supervisory-level staff with tools and techniques to enhance their leadership abilities and potential.

Other Activities of Note

In addition to those activities described above, below is a partial list of those meetings and events that senior staff and I have attended on behalf of GVPL over the past few weeks:

- Intermunicipal Advisory Committee on Disability Issues Meeting
- CHRC (Cultural Human Resources Council) Information Session on the CHRC 2019 Labour Market Information (LMI) study of Canada’s cultural workforce
- Regional Emergency Management Partnership Meeting
- Victoria Book Awards
- Victoria Writers’ Festival
October 8, 2019

Dear

I am writing on behalf of the Greater Victoria Public Library to seek your support on an issue important to providing comprehensive, modern library services.

The Canadian Urban Libraries Council, of which the Greater Victoria Public Library is a member, is asking candidates from all political parties in the Federal election to commit to working collaboratively with libraries to ensure that multinational publishers provide Canada’s public libraries with affordable access to digital content, to meet the needs of public library users in our community and across the country.

Public libraries increasingly struggle to obtain digital content from multinational publishers, primarily because of the often-strict licensing limitations and prohibitive prices. For example, Canadian author Louise Penny’s book, *A Better Man*, is available to public libraries for $22 in hard cover, for $60 as an eBook, and for $81.50 in eAudio. Moreover, some titles, such as *21 Things You May Not Know About the Indian Act: Helping Canadians Make Reconciliation with Indigenous Peoples a Reality* by Robert P.C. Joseph are currently not available to Canadian libraries in any eAudio format due to exclusive licensing models that prevent titles being offered for sale to public libraries. Barriers to public libraries accessing digital content hamper our capacity to provide modern, digitized services to our customers.

Libraries and the programs they provide are integral to ensuring a thriving democracy. Public library digital literacy programs help ensure that citizens can contribute to our digital world. Additionally, for many seniors, low income families, youth, and new Canadians, public libraries provide access to resources they may not otherwise be able to obtain. Canadians rely on libraries as an important resource for their participation in the community. It is essential that we have affordable access to digital content so that all Canadians can benefit from the growing trend towards digital access.

If you would like more information on how you can commit to working with libraries across Canada to ensure we have the access to digital content required to adequately serve our communities, please do not hesitate to contact me.

Sincerely,

Maureen Sawa
Chief Executive Officer

cc: Deborah Begoray, Board Chair
2020 DRAFT Budget and
2020-2024 Five-Year Financial Plan

Review / Approval Dates:

Review - Finance Committee: August 27, 2019

Approved – Finance Committee: October 1, 2019

Review – Board of Trustees: October 22, 2019
# BUDGET AT A GLANCE

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating Budget</strong></td>
<td>$19,677,628</td>
<td>$18,727,639</td>
</tr>
<tr>
<td><strong>Operating Budget Increase</strong></td>
<td>3.92%</td>
<td>3.67%</td>
</tr>
<tr>
<td><strong>Capital Budget</strong></td>
<td>$2,150,067</td>
<td>$2,070,067</td>
</tr>
<tr>
<td><strong>Capital Budget Increase (Decrease)</strong></td>
<td>3.86%</td>
<td>-4.50%</td>
</tr>
<tr>
<td><strong>Total Budget - Funded</strong></td>
<td>$20,029,695</td>
<td>$19,797,506</td>
</tr>
<tr>
<td><strong>Total Budget Increase</strong></td>
<td>3.91%</td>
<td>2.72%</td>
</tr>
<tr>
<td><strong>Municipal Contribution - Total</strong></td>
<td>$18,078,726</td>
<td>$17,400,121</td>
</tr>
<tr>
<td><strong>Municipal Contribution - Increase</strong></td>
<td>$678,605</td>
<td>$382,783</td>
</tr>
<tr>
<td><strong>Municipal Contribution - Increase (%)</strong></td>
<td>3.90%</td>
<td>2.25%</td>
</tr>
<tr>
<td><strong>Cost per Capita</strong></td>
<td>$52.10</td>
<td>$53.08</td>
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<tr>
<td><strong>Cost per Capita Increase</strong></td>
<td>$1.96</td>
<td>$1.17</td>
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<tr>
<td><strong>Population (Member Municipalities)</strong></td>
<td>346,993</td>
<td>327,797</td>
</tr>
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</table>

Note 1 – Operating budget consists of operating expenses only

Note 2 – Net of Amortization (5.1% including amortization)

Note 3 – Total budget funded is equal to Expenses (Operating budget) less amortization (non-funded expense) + capital budget

Note 4 – Municipal Contribution Total divided by Population, decrease from prior year due to higher population stats over prior year (5.86% increase in estimate per BC Stats)

Note 5 – Municipal Contribution Increase divided by Population

Note 6 – As per BC Stats, 2018 Sub-Provincial Population Estimates

**Note to Budget Increase**
The operating budget increase is slightly higher than the municipal contribution increase as there are specific one-time costs within the 2020 budget that are being offset through the use of accumulated surplus. Therefore there are no direct impacts related to these costs to the municipal contribution total. These one-time costs include items such as a pilot project to add a centralized scheduling department to realize operational scheduling efficiencies, and first year operating costs related to the planned replacement of the events booking software.
### 2020 Budget and Five-Year Financial Plan - DRAFT

#### Revenues

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2020</th>
<th>Change</th>
<th>Change%</th>
<th>Notes</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
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<tbody>
<tr>
<td>Municipal Contributions - Operating</td>
<td>$17,400,121</td>
<td>$18,078,726</td>
<td>$678,605</td>
<td>3.9%</td>
<td>1</td>
<td>18,591,476</td>
<td>18,936,713</td>
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<td>Municipal Contributions - Start-up</td>
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<td>355,280</td>
<td>-</td>
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<td>2</td>
<td>61,720</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Provincial Grants</td>
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<td>642,339</td>
<td>-</td>
<td>0.0%</td>
<td>3</td>
<td>642,339</td>
<td>642,339</td>
<td>642,339</td>
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<tr>
<td>Federal Grants</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0.0%</td>
<td>4</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Fines, Fees and Printing</td>
<td>476,816</td>
<td>523,400</td>
<td>$46,584</td>
<td>9.8%</td>
<td>5</td>
<td>523,400</td>
<td>523,400</td>
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<tr>
<td>Contracts for Service</td>
<td>28,450</td>
<td>28,450</td>
<td>-</td>
<td>0.0%</td>
<td>6</td>
<td>28,450</td>
<td>28,450</td>
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<tr>
<td>Investment Income</td>
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<td>74,000</td>
<td>-</td>
<td>0.0%</td>
<td>7</td>
<td>74,000</td>
<td>74,000</td>
<td>74,000</td>
<td>74,000</td>
</tr>
<tr>
<td>Donations and Other Grants</td>
<td>42,000</td>
<td>77,500</td>
<td>$35,500</td>
<td>84.5%</td>
<td>8</td>
<td>77,500</td>
<td>77,500</td>
<td>77,500</td>
<td>77,500</td>
</tr>
</tbody>
</table>

**Total Revenues** | $19,019,006 | $19,779,695 | $760,689 | 4.0%    |       | $19,998,885 | $20,282,402 | $20,618,217 | $20,949,858 |

#### Expenses (Operating Budget)

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2020</th>
<th>Change</th>
<th>Change%</th>
<th>Notes</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and Benefits</td>
<td>14,006,477</td>
<td>14,674,065</td>
<td>667,588</td>
<td>4.8%</td>
<td>9</td>
<td>15,007,706</td>
<td>15,313,762</td>
<td>15,629,053</td>
<td>15,950,276</td>
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<tr>
<td>Library Materials</td>
<td>862,000</td>
<td>870,000</td>
<td>8,000</td>
<td>0.9%</td>
<td>10</td>
<td>864,000</td>
<td>862,000</td>
<td>862,000</td>
<td>862,000</td>
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<tr>
<td>Amortization</td>
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<td>1,798,500</td>
<td>275,800</td>
<td>18.1%</td>
<td>11</td>
<td>1,613,203</td>
<td>1,637,401</td>
<td>1,661,962</td>
<td>1,686,891</td>
</tr>
<tr>
<td>Supplies and Services</td>
<td>1,088,938</td>
<td>1,148,723</td>
<td>59,785</td>
<td>5.5%</td>
<td>12</td>
<td>1,160,403</td>
<td>1,158,813</td>
<td>1,162,400</td>
<td>1,166,070</td>
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<tr>
<td>Building Occupancy</td>
<td>894,056</td>
<td>827,933</td>
<td>(66,123)</td>
<td>-7.4%</td>
<td>13</td>
<td>842,841</td>
<td>857,407</td>
<td>872,275</td>
<td>878,062</td>
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<tr>
<td>Other Expenses</td>
<td>353,968</td>
<td>358,906</td>
<td>4,938</td>
<td>1.4%</td>
<td>14</td>
<td>362,049</td>
<td>350,532</td>
<td>352,601</td>
<td>353,564</td>
</tr>
</tbody>
</table>

**Total Expenses** | $18,727,639 | $19,677,628 | $949,989 | 5.1%    |       | $19,850,201| $20,179,916| $20,540,292| $20,896,862|

#### Annual Surplus/(Deficit)

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2020</th>
<th>Change</th>
<th>Change%</th>
<th>Notes</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
</tr>
</thead>
<tbody>
<tr>
<td>Add back: Unfunded Amortization</td>
<td>1,522,200</td>
<td>1,798,000</td>
<td>275,800</td>
<td>18.1%</td>
<td>11</td>
<td>1,613,203</td>
<td>1,637,401</td>
<td>1,661,962</td>
<td>1,686,891</td>
</tr>
</tbody>
</table>

**Total Budget - Funded** | $19,275,506 | $20,029,695 | $754,189 | 3.90%    |       | $20,018,885| $20,282,402| $20,618,217| $20,949,858|

**Municipal Contributions-Operating Increase** | 2.25% | 3.90% | 2.84% | 1.86% | 1.77% | 1.72%
### Balance forward from Page 1

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>1,813,567</td>
</tr>
<tr>
<td>2020</td>
<td>1,900,067</td>
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<tr>
<td>2021</td>
<td>1,761,887</td>
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<tr>
<td>2022</td>
<td>1,739,887</td>
</tr>
<tr>
<td>2023</td>
<td>1,739,887</td>
</tr>
<tr>
<td>2024</td>
<td>1,739,887</td>
</tr>
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</table>

### Capital Expenses

<table>
<thead>
<tr>
<th>Category</th>
<th>2019</th>
<th>2020</th>
<th>Change</th>
<th>Notes</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
</tr>
</thead>
<tbody>
<tr>
<td>Library Materials - Operating</td>
<td>1,459,887</td>
<td>1,459,887</td>
<td>-</td>
<td></td>
<td>1,459,887</td>
<td>1,459,887</td>
<td>1,459,887</td>
<td>1,459,887</td>
</tr>
<tr>
<td>Hardware - Operating</td>
<td>100,000</td>
<td>100,000</td>
<td>-</td>
<td>15</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
</tr>
<tr>
<td>Furniture and Equipment - Operating</td>
<td>60,000</td>
<td>60,000</td>
<td>-</td>
<td>15</td>
<td>60,000</td>
<td>60,000</td>
<td>60,000</td>
<td>60,000</td>
</tr>
<tr>
<td>Building Improvement - Operating</td>
<td>120,000</td>
<td>120,000</td>
<td>-</td>
<td>15</td>
<td>120,000</td>
<td>120,000</td>
<td>120,000</td>
<td>120,000</td>
</tr>
<tr>
<td>Vehicles - Operating</td>
<td>-</td>
<td>80,000</td>
<td>80,000</td>
<td></td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

### Branch Start-ups:

<table>
<thead>
<tr>
<th>Category</th>
<th>2019</th>
<th>2020</th>
<th>Change</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Library Materials - Esquimalt Branch</td>
<td>8,000</td>
<td>8,000</td>
<td>-</td>
<td>2</td>
</tr>
<tr>
<td>Hardware - Esquimalt Branch Relocation</td>
<td>66,000</td>
<td>66,000</td>
<td>-</td>
<td>2</td>
</tr>
<tr>
<td>Furniture and Equipment - Esquimalt Branch Reloc</td>
<td>256,180</td>
<td>256,180</td>
<td>-</td>
<td>2</td>
</tr>
</tbody>
</table>

### Transfers

<table>
<thead>
<tr>
<th>Category</th>
<th>2019</th>
<th>2020</th>
<th>Change</th>
<th>Notes</th>
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</thead>
<tbody>
<tr>
<td>Transfer to Replacement Reserve</td>
<td>120,000</td>
<td>120,000</td>
<td>-</td>
<td>16</td>
</tr>
<tr>
<td>Transfer from Replacement Reserve</td>
<td>(120,000)</td>
<td>(250,000)</td>
<td>(130,000)</td>
<td>16</td>
</tr>
<tr>
<td>Transfer from Personnel Contingency Reserve</td>
<td>(145,000)</td>
<td>(110,000)</td>
<td>35,000</td>
<td>16</td>
</tr>
<tr>
<td>Transfer from Library Materials Reserve</td>
<td>(39,000)</td>
<td>-</td>
<td>39,000</td>
<td>16</td>
</tr>
<tr>
<td>Transfer to Contingency Reserve</td>
<td>20,000</td>
<td>-</td>
<td>(20,000)</td>
<td>16</td>
</tr>
<tr>
<td>Transfer from Contingency Reserve</td>
<td>(92,500)</td>
<td>(10,000)</td>
<td>82,500</td>
<td>16</td>
</tr>
<tr>
<td>Transfer to/(from) Reserves</td>
<td>(256,500)</td>
<td>(250,000)</td>
<td>6,500</td>
<td>16</td>
</tr>
</tbody>
</table>

**Notes:**
- Change: Amount of change from the previous year.
- Branch Start-ups: Amount for new branch start-ups.
- Transfers: Amount transferred to or from reserves.
## 2020 MUNICIPAL CONTRIBUTIONS

<table>
<thead>
<tr>
<th></th>
<th>Share 2019</th>
<th>Total Requisition 2019</th>
<th>Share 2020</th>
<th>Operating Budget</th>
<th>Rent Adjustment ¹</th>
<th>Total Requisition 2020</th>
<th>Increase $</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central Saanich</td>
<td>5.08%</td>
<td>$892,918</td>
<td>5.17%</td>
<td>$934,670</td>
<td>$9,151</td>
<td>$943,821</td>
<td>$50,903</td>
<td>5.70%</td>
</tr>
<tr>
<td>Colwood</td>
<td>4.73%</td>
<td>$829,362</td>
<td>4.64%</td>
<td>$838,853</td>
<td>6,209</td>
<td>845,062</td>
<td>15,700</td>
<td>1.90%</td>
</tr>
<tr>
<td>Esquimalt</td>
<td>5.25%</td>
<td>$909,411</td>
<td>5.34%</td>
<td>$965,404</td>
<td>(4,110)</td>
<td>961,294</td>
<td>51,883</td>
<td>5.70%</td>
</tr>
<tr>
<td>Highlands</td>
<td>0.73%</td>
<td>128,002</td>
<td>0.68%</td>
<td>$122,935</td>
<td>912</td>
<td>123,847</td>
<td>(4,155)</td>
<td>-3.20%</td>
</tr>
<tr>
<td>Langford</td>
<td>10.62%</td>
<td>1,862,234</td>
<td>10.60%</td>
<td>$1,916,345</td>
<td>14,309</td>
<td>1,930,654</td>
<td>68,420</td>
<td>3.70%</td>
</tr>
<tr>
<td>Metchosin</td>
<td>1.31%</td>
<td>229,676</td>
<td>1.44%</td>
<td>$260,334</td>
<td>1,911</td>
<td>262,245</td>
<td>32,569</td>
<td>14.20%</td>
</tr>
<tr>
<td>Oak Bay</td>
<td>6.86%</td>
<td>1,188,789</td>
<td>6.65%</td>
<td>$1,202,235</td>
<td>(4,877)</td>
<td>1,197,358</td>
<td>8,569</td>
<td>0.70%</td>
</tr>
<tr>
<td>Saanich</td>
<td>33.98%</td>
<td>5,890,302</td>
<td>33.46%</td>
<td>$6,049,142</td>
<td>(22,342)</td>
<td>6,026,800</td>
<td>136,498</td>
<td>2.30%</td>
</tr>
<tr>
<td>Victoria</td>
<td>28.51%</td>
<td>4,958,458</td>
<td>29.00%</td>
<td>$5,242,831</td>
<td>(2,343)</td>
<td>5,240,488</td>
<td>282,029</td>
<td>5.70%</td>
</tr>
<tr>
<td>View Royal</td>
<td>2.93%</td>
<td>510,969</td>
<td>3.02%</td>
<td>$545,978</td>
<td>1,180</td>
<td>547,158</td>
<td>36,189</td>
<td>7.10%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>100%</td>
<td>$17,400,121</td>
<td>100%</td>
<td>$18,078,726</td>
<td>$0</td>
<td>$18,078,726</td>
<td>$678,605</td>
<td>3.90%</td>
</tr>
</tbody>
</table>

¹ The Rent Adjustment is calculated in accordance with Section 8.12 (a), (b) and (c) of the Library Operating Agreement and relates to portions of buildings used to benefit all member municipalities: the Collection and Technical Services section of the Juan de Fuca Branch building and the Administrative portion of the Central Branch building. Municipalities which did not contribute to the initial acquisition of such building or who did not subsequently purchase a portion of such building pays reasonable rent to those Municipalities that did.

² Building Maintenance Costs for jointly owned buildings are additional municipal budget amounts that are over-and-above the requisition for the library operating budget. The two branches that are jointly owned are the Central Branch and the Juan de Fuca Branch. Similar costs at other branches do not flow through GVPL and are paid by the municipalities directly. Other than the contributions to the Juan de Fuca Major Asset Maintenance Trust fund ("JF MAM"), building costs are estimates. In 2018 the City of Victoria took over administration of building maintenance costs for the Central Branch, GVPL will no longer be invoicing for these costs separately, as such those costs are not included in the budget.
### 2020 MUNICIPAL PER CAPITA CONTRIBUTIONS

<table>
<thead>
<tr>
<th>Municipality</th>
<th>Total Requisition 2020</th>
<th>Population 1</th>
<th>Cost Per Capita 2020</th>
<th>Increase per capita</th>
<th>Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central Saanich</td>
<td>$934,670</td>
<td>18,139</td>
<td>51.53</td>
<td>$2.81</td>
<td>$50,903</td>
</tr>
<tr>
<td>Colwood</td>
<td>$838,853</td>
<td>18,310</td>
<td>45.81</td>
<td>$0.86</td>
<td>$15,700</td>
</tr>
<tr>
<td>Esquimalt</td>
<td>$965,404</td>
<td>18,818</td>
<td>51.30</td>
<td>$2.76</td>
<td>$51,883</td>
</tr>
<tr>
<td>Highlands</td>
<td>$122,935</td>
<td>2,451</td>
<td>50.16</td>
<td>-$1.70</td>
<td>-$4,155</td>
</tr>
<tr>
<td>Langford</td>
<td>$1,916,345</td>
<td>39,368</td>
<td>48.68</td>
<td>$1.74</td>
<td>$68,420</td>
</tr>
<tr>
<td>Metchosin</td>
<td>$260,334</td>
<td>5,075</td>
<td>51.30</td>
<td>$6.42</td>
<td>$32,569</td>
</tr>
<tr>
<td>Oak Bay</td>
<td>$1,202,235</td>
<td>19,228</td>
<td>62.53</td>
<td>$0.45</td>
<td>$8,569</td>
</tr>
<tr>
<td>Saanich</td>
<td>$6,049,142</td>
<td>122,245</td>
<td>49.48</td>
<td>$1.12</td>
<td>$136,498</td>
</tr>
<tr>
<td>Victoria</td>
<td>$5,242,831</td>
<td>92,041</td>
<td>56.96</td>
<td>$3.06</td>
<td>$282,029</td>
</tr>
<tr>
<td>View Royal</td>
<td>$545,978</td>
<td>11,318</td>
<td>48.24</td>
<td>$3.20</td>
<td>$36,189</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$18,078,726</strong></td>
<td><strong>346,993</strong></td>
<td><strong>$52.10</strong></td>
<td><strong>$1.96</strong></td>
<td><strong>$678,605</strong></td>
</tr>
</tbody>
</table>


General note: Percentage share of costs by municipality are determined based on 50% property assessment value and 50% population estimate. More detailed information on assessment values and population are available on request.
Notes to the 2020 Budget and Five-Year Financial Plan

Approximately 90% of the GVPL operating budget is funded by our ten municipal partners. Consequently, a key objective is to maintain municipal contribution increases within an acceptable range, typically based on rates of inflation and wage increases as negotiated through the Greater Victoria Labour Relations Association. “Acceptable” increases are ultimately determined by Councils upon consideration of our budget requisition.

Because needs and opportunities change over time as we strive to best serve our communities, GVPL’s budget process allows reasonable flexibility for business areas to adapt and optimize their activities as events unfold, while still requiring system-wide financial planning and accountability.

For 2020, operational efficiencies and cost avoidance strategies will continue to be explored as the demand for new and expanding services continues to increase.

Modest revenue generation opportunities will continue to be explored in 2020, in conjunction with seeking out opportunities for additional grants and other sources of funding to offset expenses.

GVPL is committed to operating efficiently and effectively to deliver library service to our community. The library system leverages more than 100 active community partnerships to expand programs and lifelong learning opportunities for Greater Victoria residents.

Components of the 2020 budget include the following:

1. Municipal Contributions – Operating
   Increase $678,605

Of the 3.90% increase in municipal contributions, the budget is allocated as illustrated below. The majority (75%) is attributed to salaries and benefits which are jointly negotiated through the GVLRA. Salaries and benefits are the key cost driver for GVPL.
2. **Municipal Contributions – Start-up**  
   **No Change**

In 2020 there is no change in the amounts for new and relocated branch start-up costs (furnishing and equipping the branch, as well as a collection inventory for new branches). As with prior years these are funded by the individual municipalities providing the facilities.

For 2020 the following has been identified for branch start-up funds:

- Esquimalt relocation - $355,280

The majority of these contributions are for capital expenditures, with a small percentage of start-up funding going towards non-capital costs, such as moving and some supplies below the asset threshold.

3. **Provincial Grants**  
   **No Change**

Provincial funding for public libraries in British Columbia has remained frozen since the province’s budget cuts of 2009. While advocacy efforts such as the ‘20 by 20’ campaign and related initiatives have gained momentum, it is too soon to tell whether these will result in any adjustments to the province’s allocations to public libraries in 2020. Therefore we are not projecting any change to the previous year’s amount granted to GVPL of $642,339.

4. **Federal Grants**  
   **No Change**

Federal grants are cyclical in nature and are dependent on specific programs planned during the operating budget year.

5. **Fines, Fees and Printing**  
   **Increase $46,584**

Over the course of the past few years, revenue from fines, fees and printing have experienced a slight decline. This trend has stabilized and as such, the revenue forecast for these line items is projected to increase modestly in 2020. Fees (e.g. meeting room rentals) are under ongoing review and additional opportunities for revenue generation will continue to be explored in 2020.

6. **Contracts for Service**  
   **No Change**

This is an annual payment of $28,450 from the Capital Regional District. Contract for service for the Juan de Fuca electoral area (EA) (Willis Point, East Sooke and Malahat)

7. **Investment Income**  
   **No Change**

Investment revenue is conservatively estimated to reflect projected continuation of modest earnings in the Municipal Finance Authority bond fund and slight increases in returns for secured GIC’s.

8. **Donations and Other Grants**  
   **Increase $35,500**

Donations and grants are cyclical in nature and are dependent on specific programs planned during the operating budget year. New funding opportunities will continue to be explored in 2020, in tandem with new donor engagement strategies.
9. **Salaries and Benefits**  
   **Increase $667,588**

Salaries and benefits account for 75% of the library’s overall budget in 2020. The full-time equivalent (FTE) count for regular employees (including full and part time employees) has increased slightly to 158 FTE. This represents a net change of 8 FTE’s from the last budget reporting period.

The FTE adjustments were a result of two comprehensive reviews that were designed to enhance organizational efficiency and effectiveness and strengthen staff capacity:

- Senior leadership structure, and
- Organizational staffing levels.

These reviews resulted in:

- Organizational realignment of senior leadership positions;
- A robust leadership and management support structure that creates opportunities for staff development and succession planning throughout the organization.
- Operational alignment of staffing hours (standardized schedules);

This budget includes employee benefit costs and payroll withholding costs such as EI and CPP. A detailed benefit review occurs prior to the annual budget cycle and budget development. As a result of this year’s analysis we have determined that the rate of benefits and withholding costs will remain at the prior year figure of 23.75% of total salaries and wages.

10. **Library Materials (Expensed and Capital)**  
    **No Change**

The library materials budget is split between Expenses for periodicals and eResources and Capital Expenses for books audio visual and electronic materials which are capitalized as assets and amortized over 7 years. This status quo budget is being offset by an additional $239,000 in surplus funds, $39,000 in 2019 and $200,000 in 2020.

11. **Amortization**  
    **Increase $275,800**

This is the estimated amortization expense for tangible capital assets, in accordance with the Board’s Tangible Capital Asset policy. Since this is an unfunded expense, it is added back to the budgeted annual surplus, and does vary year over year pending capital asset purchases and disposals.

12. **Supplies and Services**  
    **Increase $59,785**

Supplies and services include such items as telephone, networks, printer paper and other supplies and shuttle fuel. These items have all increased slightly, but through effective negotiation of service contracts, cost reduction in other areas the increase is moderate.

13. **Building Occupancy**  
    **Decrease $66,123**

Building occupancy includes maintenance contracts, security, garbage and utilities. The primary drivers for the reduction in 2020 is related to a change in service provider for contracted cleaning services in 2019, reduction in hydro in some branches due to the conversion of lighting over to LED and ongoing efficiencies relating to the lease of server space at UVIC.
14. **Other Expenses**  
**Increase $4,938**

Other expenses include such items as insurance and employee recruitment costs, marketing costs, and business travel expenses.

15. **Other Capital Expenditures (Hardware, Furniture and Equipment, Building Improvement)**  
**Increase $80,000**

Increase of $80,000 due to the planned replacement of one of two shuttle vehicles. The GMC van has reached the end of its lifespan and will be replaced in 2020. This expense is being offset by the use of surplus funds from the Replacement Reserve as approved at the May 2019 Year End Board meeting as part of the recommendations on the use of the 2018 surplus funds.  
- Furniture and Equipment – No Change  
- Building Improvement – No Change

16. **Transfer to/(from) Reserves**  
**Change in Net Transfer From Reserves $6,500**

Change to Reserve transfers are as follows:  
- Transfer to / from Replacement Reserve – ($130,000)  
- Transfer from Personnel Contingency Reserve – $35,000  
- Transfer from Library Materials Reserve – $39,000  
- Transfer to / from Contingency Reserve – $62,500
MEMORANDUM

Date: October 22, 2019

To: Board of Trustees

From: Maureen Sawa, CEO

Subject: 2020 Staff Development Day

______________________________________________________________________________

Background:

Since its inception in 2011, the opportunity for all staff to gather together for a full day of shared learning and development has proven to be an effective means of team building and creating a strong culture of inclusiveness and exemplary customer service across the GVPL system. GVPL’s Staff Development Day programs are developed for all staff so that they can flourish in their roles to meet the needs of our diverse communities.

The support of CUPE 410 and the Library Board is greatly appreciated and we look forward to the 10th consecutive year of Staff Development Day in 2020.

Recommended motion:

THAT GVPL be closed system-wide for Staff Development Day on June 17, 2020