Greater Victoria Public Library Board
Regular Meeting
October 27, 2020
12:00p.m. – 1:00p.m.

Electronic Meeting
MS Teams
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 29, 2020 – 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 Oral Report
      7.1.1 Budget 2021 and Five-Year Financial Plan – Attachment 7.1.1 Motion to Approve

8. New Business

9. Board Liaison Updates
   9.1 Friends of the Library
   9.2 BCLTA
   9.3 Islandlink Library Federation

10. In-Camera Meeting

11. Next Meeting Date
    November 24, 2020 12:00pm – 1:00pm

12. Adjournment
An electronic meeting of the Greater Victoria Public Library Board was held on the above date. The following individuals were in attendance:

**Board Members:**
- Trustee A. Appleton
- Trustee D. Begoray
- Trustee M. Boyd
- Trustee T. Chung
- Trustee J. Davis
- Trustee K. Harper
- Trustee A. Holthuis
- Trustee D. Kobayashi
- Trustee S. Laidlaw
- Trustee G. Lemon
- Trustee J. Loveday
- Trustee A. MacKinnon
- Trustee K. Roessingh
- Trustee K. Santini
- Trustee D. Seaton
- Trustee B. Thompson
- Trustee J. Vermeulen

**Regrets:**
- Trustee E. Glover
- Trustee M. Sahlstrom

**Staff:**
- M. Sawa, CEO/Secretary
- P. McKinnon, Director Finance and Facilities
- D. Main, Director People and Culture
- J. Windecker, Director Library Services, Innovation and Delivery
- K. Marshall, Recording Secretary

1. **CALL TO ORDER**

   Trustee Begoray called the meeting to order at 12:01 p.m.

2. **INDIGENOUS ACKNOWLEDGEMENT**

   Trustee Begoray provided the Indigenous acknowledgement.

3. **CHAIR’S REMARKS**

   Trustee Begoray provided the Chair’s remarks. GVPL has received positive feedback from patrons regarding the re-opening of branches. Trustee Begoray thanked staff for their work in re-opening branches.

   Trustee Begoray attended the Canadian Urban Institute presentation by Eric Klinenberg.
4. APPROVAL OF CONSENT AGENDA

Moved by Trustee Lemon, Seconded by Trustee Appleton

THAT the September 29, 2020 consent agenda be approved  
MOTION CARRIED

5. OFFICERS REPORTS

5.1 Chair Report

Trustee Begoray provided the Chair report. As of October 9, all branches will be re-opened in accordance with the GVPL Service Restoration Plan.

Trustee Laidlaw is stepping down from her role as GVPL trustee representative on the IslandLink Federation Board. Trustee Davis will be the GVPL trustee representative. Trustees interested in the available GVPL alternate trustee representative position are asked to contact Trustee Begoray.

GVPL Strategic planning will begin in January 2021.

5.2 CEO Report

M. Sawa, CEO provided the CEO report. The BC Summer Reading Club was a success with 2300 children registered. The program has been extended into the fall.

A resolution supporting an increase in funding for libraries was passed at UBCM.

6. BUSINESS ARISING FROM PREVIOUS MEETING

None

7. COMMITTEE REPORTS

7.1 Planning and Policy Committee Meeting June 2, 2020

Trustee Kobayashi provided the report of the planning and policy committee. Trustee Kobayashi thanked the Vice-Chair, committee members and GVPL staff for their work during the pandemic.

GVPL strategic planning will occur in the new year. Fines and fees policy will be reviewed this year and a working group is being struck.

7.1.1 Public Participation at Regular Board Meetings

Trustee Kobayashi thanked staff for their work and explained the public participation at regular board meetings recommendation.

Moved by Trustee Kobayashi, Seconded by Trustee Lemon

THAT staff bring back to the planning and policy committee, additional recommendations for public participation at regular board meetings.

MOTION CARRIED
7.2 Finance Committee Oral Report

Trustee Boyd presented the report of the finance committee. The finance committee met on September 15, 2020 to review the draft 2021 budget and five-year financial plan. The next finance committee meeting on October 6, 2020 will complete the final review of the draft 2021 budget and five-year financial plan and all trustees were encouraged to attend the meeting.

8. NEW BUSINESS

8.1 COVID-19 Service Restoration Plan Phase 3

M. Sawa presented the COVID-19 Service Restoration Plan Phase 3. Phase 3 will explore options for expanding service hours. M. Sawa thanked staff for their work in successfully implementing Phase 1 and 2.

9. BOARD LIASON UPDATES

9.1 Friends of the Library (FOL) Update

Trustee Santini provided the FOL update. The November book sale has been rebooked for November 2021. FOL memberships can now be purchased online. The FOL paper archives are being digitized.

9.2 British Columbia Library Trustee Association (BCLTA) Update

Trustee Begoray provided the BCLTA update. Trustees were encouraged to read the BCLTA monthly bulletins.

9.3 IslandLink Federation

Trustee Laidlaw provided the IslandLink Federation update. Trustee Laidlaw is stepping down as trustee representative and alternate representative Trustee Davis is the new trustee representative.

10. IN-CAMERA MEETING

Moved by Trustee Santini, Seconded by Trustee Harper

THAT the Board move in-camera

MOTION CARRIED

11. NEXT MEETING DATE

October 27, 2020 12:00pm – 1:00pm

12. ADJOURNMENT

Meeting adjourned 1:07p.m.
Hallowe’en decorative sign on a residential lawn: “2020—the scariest thing I could think of!”

**Restoration of service:** Want to develop positive mental health antibodies? Visit your library! That’s a sign I’d like to see. And, fortunately, we have all of our branches open now for in-person visits with the final two restorations of service at Emily Carr Branch, October 2nd and Goudy Branch, October 9th. I have continued to visit branches. My own reading this month has taken me to Central, Nellie McClung and sx̱w̱e̱n̓x̱ə̓n̓ təŋəxʷ James Bay where I am able to connect with our amazing library staff members. They have all worked hard to maximize available room for patrons, grappling successfully with unique space constraints. Members of the public I met at openings this month, as in previous months, expressed their pleasure at being able to visit their own branches once again. One very elderly patron told me he was “tired of reading one book over and over—about 20 times!” and thus very glad to pick up new material.

**Finance Committee:** This committee met once again on October 6th to arrive at a recommendation for the Board on the 2021 GVPL budget. I thank all those who attended, including trustees who are not regular members of this committee. Discussions at this meeting were lively and informative. The Finance Chair (Matt Boyd) and Vice Chair (Karen Harper) and staff also followed up with some individuals who could not make this meeting.

**Planning & Policy Committee:** The next meeting will be November 3. Discussion at this meeting will focus on the public participation process for Board meetings. This process was presented to the Board in September and input from that meeting will be included in the revised process. Planning and Policy will also begin to consider Strategic Planning process, slated to begin in January.

**BCLA advocacy:** As ever, we have high hopes that the provincial government may raise funds provided to libraries especially in light of the pandemic. BCs libraries are at the forefront of community wellness initiatives (see developing mental health antibodies above!).

Finally, I note that October is B.C. Library Month and also Canadian Library month [https://www.decoda.ca/read-all-about-lit/october-is-canadian-library-month/](https://www.decoda.ca/read-all-about-lit/october-is-canadian-library-month/)  A time to celebrate our libraries.

Especially in 2020, scary though some may find it, we can take comfort in, and be proud of, the fact that we are library supporters and advocates, and that GVPL continues to thrive.

Have a Happy Hallowe’en!
GVPL Service Restoration Plan - update

The ongoing COVID-19 pandemic continues to challenge public libraries to rethink the library experience for patrons as well as library staff.

On October 9, we met our goal of completing Phase Two of our service restoration plan, establishing a consistent and sustainable service model that provides GVPL patrons across the system with reliable access at their home branch for holds pick-up, curated browsing collections, customer service support and 24/7 return of library materials in a safe and controlled environment.

Now that all 12 branch locations have reopened, the library’s home page has been amended to include an updated link to frequently asked questions and answers regarding services https://www.gvpl.ca/reopening-faqs/

While we have received much positive feedback on the safe and secure processes in place, input from residents confirms that the extension of library service hours and an increase in browsable public spaces is highly desirable. As discussed at the September Board meeting, Phase Three of our service restoration plan will address this.

Planning for extended service hours and amended staffing schedules to support service enhancements is underway and ongoing recall of staff to the workplace continues.

As enhancements are made to augment our physical service access, our virtual branch is also undergoing further adjustments. Demand for online resources has not abated - with ongoing public health concerns, many of our users have made the transition to digital and work continues to support gvpl.ca, our busiest branch.

In addition to increasing our capacity for the efficient and safe provision of essential services, as described above, library staff are leveraging new and existing community partnerships to retool signature programs so that we can further engage and expand our reach into the community.

One Card, a Million Possibilities

October is Canadian Library Month and a number of GVPL programs and events were developed to tie in with the national theme ‘One Card, a Million Possibilities’. In addition to in-branch displays and online promotions, staff have been collaborating with community agencies to present programs in new and innovative ways in celebration of Library Month:

Pro-D Day Events, October 23

- **Once Upon a StoryWalk** Families were invited to join GVPL staff for a self-paced StoryWalk® outside the Bruce Hutchison Branch at Saanich Commonwealth Place. This is a COVID-friendly activity where individual pages of a storybook, mounted on signposts, are placed outdoors in a circuit so social distancing is easy to follow. Another StoryWalk® is planned for the November Pro-D Day on November 20 (location tbd).
- **Virtual Fall Family Garden Tour** The Compost Education Centre hosted a live virtual tour of their demonstration gardens and compost systems via their Facebook channel. Content remains accessible: [https://www.facebook.com/pg/composteducation/videos/](https://www.facebook.com/pg/composteducation/videos/)

- **In Your Hands: Making in a Digital Age** In what has become an annual partnership for offering an engaging Pro-D Day program for teachers, GVPL Librarians joined staff from the Royal BC Museum, The Maritime Museum of British Columbia and Pacific Opera Victoria to offer a virtual learning discussion on the importance of creativity through books, museums and opera during these turbulent times. Offered via Zoom through RBCM, and also streamed on RBCM’s Facebook page: [https://www.facebook.com/RoyalBCMuseum/videos/779567909558889](https://www.facebook.com/RoyalBCMuseum/videos/779567909558889) The session has had over 1,300 views!

**The Victoria Seed Library**

In partnership with LifeCycles we were delighted to re-introduce the Victoria Seed Library. Visitors had an opportunity to borrow or return seeds and find out about native plants from knowledgeable experts hosting an outdoor COVID-19 friendly Seed Swap and Information Table in the Central Branch courtyard. The next ‘Seedy Saturday’ will take place on Saturday, November 7, 12-2 p.m.

**Deans’ Lecture Series**

The University of Victoria's popular weekly lecture series presented annually n partnership with GVPL. has moved online. Distinguished members of the faculties of the University of Victoria will continue to offer entertaining and enlightening sessions on their research interests. Rather than filling the Central Branch community meeting room to capacity every Friday, individuals can now access these free lectures anytime, anywhere. Information regarding speakers and topics can be accessed via gvpl.ca. [Find out more.](#)

**Personal Planning Month**

October is not only Library Month, but also Personal Planning Month. Free education programs through the Nidus Personal Planning Resource Centre, a non-profit, charitable organization that was incorporated in 1995 as the Representation Agreement Resource Centre (RARC) in BC are available via our virtual branch. These 90-minute sessions cover topics including representation agreements, powers of attorney, wills and estates and more. Information can be found here [Get started.](#)

**Fall Association Meetings**

October has been a busy month for attendance at provincial and national gatherings. Given current travel restrictions, all professional organization meetings and conferences scheduled for the fall have been conducted online. These include the meetings of the Canadian Urban Library Association (CULC); Association of B.C. Public Library Directors (ABCPLD); IslandLink Federation and others. Locally, meetings with municipal partners and organizations such as South Island Prosperity Partnership (SIPP), Vancouver Island Library Staff Conference (VILSC) directors have also been conducted virtually. The online platforms have increased GVPL’s capacity to remain actively engaged in matters of local, provincial and national concerns.
Attachment 7.1.1

2021 DRAFT Budget and
2021-2025 Five Year Financial Plan

Review / Approval Dates:

Review - Finance Committee: August 25, 2020
Review – Finance Committee: September 15, 2020
Review – Finance Committee: October 6, 2020
Review – Board of Trustees: October 27, 2020
# BUDGET AT A GLANCE

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Budget</td>
<td>$19,540,880</td>
<td>$19,677,628</td>
</tr>
<tr>
<td>Operating Budget Increase</td>
<td>(0.78%)</td>
<td>3.92%</td>
</tr>
<tr>
<td>Capital Budget</td>
<td>$2,070,067</td>
<td>$2,150,067</td>
</tr>
<tr>
<td>Capital Budget Increase</td>
<td>(3.72%)</td>
<td>3.86%</td>
</tr>
<tr>
<td>Total Budget - Funded</td>
<td>$19,810,947</td>
<td>$20,029,695</td>
</tr>
<tr>
<td>Total Budget Increase</td>
<td>(1.09%)</td>
<td>3.91%</td>
</tr>
<tr>
<td>Municipal Contribution - Total</td>
<td>$18,078,726</td>
<td>$18,078,726</td>
</tr>
<tr>
<td>Municipal Contribution - Increase</td>
<td>$0.00</td>
<td>$678,605</td>
</tr>
<tr>
<td>Municipal Contribution - Increase (%)</td>
<td>0%</td>
<td>3.90%</td>
</tr>
<tr>
<td>Cost per Capita</td>
<td>$51.32</td>
<td>$52.10</td>
</tr>
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<td>Cost per Capita Increase</td>
<td>$0.00</td>
<td>$1.96</td>
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<tr>
<td>Population (Member Municipalities)</td>
<td>352,287</td>
<td>346,993</td>
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</table>

Note 1 – Operating budget consists of operating expenses only

Note 2 – Net of 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

Note 5 – Municipal Contribution Increase divided by Population

Note 6 – As per BC Stats, 2019 Sub-Provincial Population Estimates

**Note to Budget – Municipal Contribution**

The total municipal contribution amount is being held at the prior year amount, resulting in a zero percent increase in the municipal contribution amount. This is offset by reserves while the full impacts of the COVID-19 pandemic are realized. Due to unprecedented circumstances at the time of budget development (August 2020) related to COVID-19 and the additional pressure on municipal funding sources – the use of surplus reserves is approved.
# 2021 Budget and Five-Year Financial Plan - DRAFT

## Revenues

<table>
<thead>
<tr>
<th>Source</th>
<th>2020</th>
<th>2021</th>
<th>Change</th>
<th>Change%</th>
<th>Notes</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
</tr>
</thead>
<tbody>
<tr>
<td>Municipal Contributions - Operating</td>
<td>$18,078,726</td>
<td>18,078,726</td>
<td>$</td>
<td>0.0%</td>
<td>1</td>
<td>18,259,513</td>
<td>18,624,704</td>
<td>18,997,198</td>
<td>19,567,114</td>
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<tr>
<td>Municipal Contributions - Start-up</td>
<td>355,280</td>
<td>355,280</td>
<td>$</td>
<td>0.0%</td>
<td>2</td>
<td>61,720</td>
<td>-</td>
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<tr>
<td>Provincial Grants</td>
<td>642,339</td>
<td>642,339</td>
<td>$</td>
<td>0.0%</td>
<td>3</td>
<td>642,339</td>
<td>642,339</td>
<td>642,339</td>
<td>642,339</td>
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<tr>
<td>Federal Grants</td>
<td>-</td>
<td>-</td>
<td>$</td>
<td>0.0%</td>
<td>4</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Fines, Fees and Printing</td>
<td>523,400</td>
<td>333,400</td>
<td>(190,000)</td>
<td>-36.3%</td>
<td>5</td>
<td>333,400</td>
<td>333,400</td>
<td>333,400</td>
<td>333,400</td>
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<tr>
<td>Contracts for Service</td>
<td>28,450</td>
<td>28,450</td>
<td>$</td>
<td>0.0%</td>
<td>6</td>
<td>28,450</td>
<td>28,450</td>
<td>28,450</td>
<td>28,450</td>
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<tr>
<td>Investment Income</td>
<td>74,000</td>
<td>74,000</td>
<td>$</td>
<td>0.0%</td>
<td>7</td>
<td>74,000</td>
<td>74,000</td>
<td>74,000</td>
<td>74,000</td>
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<tr>
<td>Donations and Other Grants</td>
<td>77,500</td>
<td>77,500</td>
<td>$</td>
<td>0.0%</td>
<td>8</td>
<td>77,500</td>
<td>77,500</td>
<td>77,500</td>
<td>77,500</td>
</tr>
<tr>
<td></td>
<td>19,779,695</td>
<td>19,589,695</td>
<td>$ (190,000)</td>
<td>-1.0%</td>
<td></td>
<td>19,476,922</td>
<td>19,780,393</td>
<td>20,152,887</td>
<td>20,722,803</td>
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## Expenses (Operating Budget)

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<thead>
<tr>
<th>Category</th>
<th>2020</th>
<th>2021</th>
<th>Change</th>
<th>Change%</th>
<th>Notes</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and Benefits</td>
<td>14,674,065</td>
<td>14,520,580</td>
<td>(153,485)</td>
<td>-1.0%</td>
<td>9</td>
<td>14,812,853</td>
<td>15,115,267</td>
<td>15,424,565</td>
<td>15,727,674</td>
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<tr>
<td>Library Materials</td>
<td>870,000</td>
<td>870,000</td>
<td>$</td>
<td>0.0%</td>
<td>10</td>
<td>864,000</td>
<td>862,000</td>
<td>862,000</td>
<td>862,000</td>
</tr>
<tr>
<td>Amortization</td>
<td>1,798,000</td>
<td>1,800,000</td>
<td>2,000</td>
<td>0.1%</td>
<td>11</td>
<td>1,750,000</td>
<td>1,750,000</td>
<td>1,750,000</td>
<td>1,750,000</td>
</tr>
<tr>
<td>Supplies and Services</td>
<td>1,148,723</td>
<td>1,172,076</td>
<td>23,353</td>
<td>2.0%</td>
<td>12</td>
<td>1,183,080</td>
<td>1,195,843</td>
<td>1,208,827</td>
<td>1,222,233</td>
</tr>
<tr>
<td>Building Occupancy</td>
<td>827,933</td>
<td>842,841</td>
<td>14,908</td>
<td>1.8%</td>
<td>13</td>
<td>858,629</td>
<td>874,743</td>
<td>881,801</td>
<td>892,320</td>
</tr>
<tr>
<td>Other Expenses</td>
<td>358,906</td>
<td>335,383</td>
<td>(23,523)</td>
<td>-6.6%</td>
<td>14</td>
<td>340,815</td>
<td>330,608</td>
<td>333,845</td>
<td>335,138</td>
</tr>
<tr>
<td>Annual Surplus/(Deficit)</td>
<td>102,067</td>
<td>48,815</td>
<td>(53,252)</td>
<td>-52.2%</td>
<td>5</td>
<td>(332,455)</td>
<td>(348,068)</td>
<td>(308,151)</td>
<td>(66,564)</td>
</tr>
<tr>
<td>Add back: Unfunded Amortization</td>
<td>1,798,000</td>
<td>1,800,000</td>
<td>2,000</td>
<td>0.1%</td>
<td>11</td>
<td>1,750,000</td>
<td>1,750,000</td>
<td>1,750,000</td>
<td>1,750,000</td>
</tr>
<tr>
<td></td>
<td>1,900,067</td>
<td>1,848,815</td>
<td>(51,252)</td>
<td>-2.7%</td>
<td></td>
<td>1,417,545</td>
<td>1,401,932</td>
<td>1,441,849</td>
<td>1,683,436</td>
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## Total Budget - Funded

<table>
<thead>
<tr>
<th>Source</th>
<th>2020</th>
<th>2021</th>
<th>Change</th>
<th>Change%</th>
<th>Notes</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
</tr>
</thead>
<tbody>
<tr>
<td>Municipal Contributions-Operating Increase</td>
<td>2.25%</td>
<td>0.00%</td>
<td>1.00%</td>
<td>2.00%</td>
<td>2.00%</td>
<td>3.00%</td>
<td></td>
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</table>
## Greater Victoria Public Library

### Balance forward from Page 1

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2021</th>
<th>Change</th>
<th>Notes</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
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</thead>
<tbody>
<tr>
<td><strong>Capital Expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<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>101,500</td>
<td>103,023</td>
<td>104,568</td>
<td>106,136</td>
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<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>80,000</td>
<td>-</td>
<td>(80,000)</td>
<td></td>
<td>-</td>
<td>-</td>
<td>-</td>
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<tr>
<td><strong>Branch Start-ups:</strong></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Library Materials - Esquimalt Branch</td>
<td>8,000</td>
<td>8,000</td>
<td>-</td>
<td>2</td>
<td>2,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Hardware - Esquimalt Branch Relocation</td>
<td>66,000</td>
<td>66,000</td>
<td>-</td>
<td>2</td>
<td>10,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Furniture and Equipment - Esquimalt Branch Relocation</td>
<td>256,180</td>
<td>256,180</td>
<td>-</td>
<td>2</td>
<td>30,000</td>
<td>-</td>
<td>-</td>
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</tr>
<tr>
<td></td>
<td>2,150,067</td>
<td>2,070,067</td>
<td>(80,000)</td>
<td></td>
<td>1,783,387</td>
<td>1,742,910</td>
<td>1,744,455</td>
<td>1,746,023</td>
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<tr>
<td><strong>Transfers</strong></td>
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<tr>
<td>Transfer to Replacement Reserve</td>
<td>120,000</td>
<td>120,000</td>
<td>-</td>
<td>16</td>
<td>120,000</td>
<td>120,000</td>
<td>120,000</td>
<td>120,000</td>
</tr>
<tr>
<td>Transfer from Replacement Reserve</td>
<td>(250,000)</td>
<td>(120,000)</td>
<td>130,000</td>
<td>16</td>
<td>(120,000)</td>
<td>(120,000)</td>
<td>(120,000)</td>
<td>(120,000)</td>
</tr>
<tr>
<td>Transfer from Personnel Contingency Reserve</td>
<td>(110,000)</td>
<td>-</td>
<td>110,000</td>
<td>16</td>
<td>-</td>
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<td>-</td>
</tr>
<tr>
<td>Transfer from Library Materials Reserve</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>16</td>
<td>-</td>
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<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Transfer to Contingency Reserve</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>16</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Transfer from Contingency Reserve</td>
<td>(10,000)</td>
<td>(221,252)</td>
<td>(211,252)</td>
<td>16</td>
<td>(365,842)</td>
<td>(340,977)</td>
<td>(302,606)</td>
<td>(62,587)</td>
</tr>
<tr>
<td>Transfer to/(from) Reserves</td>
<td>(250,000)</td>
<td>(221,252)</td>
<td>28,748</td>
<td></td>
<td>(365,842)</td>
<td>(340,977)</td>
<td>(302,606)</td>
<td>(62,587)</td>
</tr>
</tbody>
</table>

Page 3
## 2021 Municipal Contributions

<table>
<thead>
<tr>
<th>Municipality</th>
<th>Share 2020</th>
<th>Total Requisition 2020</th>
<th>Share 2021</th>
<th>Operating Budget</th>
<th>Rent Adjustment 1</th>
<th>Total Requisition 2021</th>
<th>Increase</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central Saanich</td>
<td>5.17%</td>
<td>$943,821</td>
<td>5.16%</td>
<td>$932,862</td>
<td>$9,133</td>
<td>$941,995</td>
<td>-$1,826</td>
<td>-0.20%</td>
</tr>
<tr>
<td>Colwood</td>
<td>4.64%</td>
<td>845,062</td>
<td>4.83%</td>
<td>$873,202</td>
<td>6,470</td>
<td>879,672</td>
<td>34,611</td>
<td>4.10%</td>
</tr>
<tr>
<td>Esquimalt</td>
<td>5.34%</td>
<td>961,294</td>
<td>5.28%</td>
<td>$954,557</td>
<td>-4,246</td>
<td>950,311</td>
<td>-10,983</td>
<td>-1.10%</td>
</tr>
<tr>
<td>Highlands</td>
<td>0.68%</td>
<td>123,847</td>
<td>0.68%</td>
<td>$122,935</td>
<td>912</td>
<td>123,847</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Langford</td>
<td>10.60%</td>
<td>1,930,654</td>
<td>11.23%</td>
<td>$2,030,241</td>
<td>15,172</td>
<td>2,045,413</td>
<td>114,759</td>
<td>5.90%</td>
</tr>
<tr>
<td>Metchosin</td>
<td>1.44%</td>
<td>262,245</td>
<td>1.42%</td>
<td>$256,718</td>
<td>1,883</td>
<td>258,601</td>
<td>-3,644</td>
<td>-1.40%</td>
</tr>
<tr>
<td>Oak Bay</td>
<td>6.65%</td>
<td>1,197,358</td>
<td>6.24%</td>
<td>$1,128,113</td>
<td>-5,039</td>
<td>1,123,074</td>
<td>-74,285</td>
<td>-6.20%</td>
</tr>
<tr>
<td>Saanich</td>
<td>33.46%</td>
<td>6,026,800</td>
<td>32.63%</td>
<td>$5,899,087</td>
<td>-23,083</td>
<td>5,876,004</td>
<td>-150,795</td>
<td>-2.50%</td>
</tr>
<tr>
<td>Victoria</td>
<td>29.00%</td>
<td>5,240,488</td>
<td>29.49%</td>
<td>$5,331,416</td>
<td>-2,389</td>
<td>5,329,027</td>
<td>88,540</td>
<td>1.70%</td>
</tr>
<tr>
<td>View Royal</td>
<td>3.02%</td>
<td>547,158</td>
<td>3.04%</td>
<td>$549,593</td>
<td>1,188</td>
<td>550,781</td>
<td>3,624</td>
<td>0.70%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100%</strong></td>
<td><strong>$18,078,726</strong></td>
<td><strong>100%</strong></td>
<td><strong>$18,078,726</strong></td>
<td><strong>$0</strong></td>
<td><strong>$18,078,726</strong></td>
<td><strong>$0</strong></td>
<td><strong>0.00%</strong></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.
### 2021 MUNICIPAL PER CAPITA CONTRIBUTIONS

<table>
<thead>
<tr>
<th>MUNICIPALITY</th>
<th>Total Requisition 2021</th>
<th>Population 1</th>
<th>Cost Per Capita 2021</th>
<th>Increase per capita</th>
<th>Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central Saanich</td>
<td>$932,862</td>
<td>18,089</td>
<td>51.57</td>
<td>-$0.10</td>
<td>-$1,826</td>
</tr>
<tr>
<td>Colwood</td>
<td>$873,202</td>
<td>18,867</td>
<td>46.28</td>
<td>$1.83</td>
<td>$34,611</td>
</tr>
<tr>
<td>Esquimalt</td>
<td>$954,557</td>
<td>18,716</td>
<td>51.00</td>
<td>-$0.59</td>
<td>-$10,983</td>
</tr>
<tr>
<td>Highlands</td>
<td>$122,935</td>
<td>2,481</td>
<td>49.55</td>
<td>$0.00</td>
<td>$0</td>
</tr>
<tr>
<td>Langford</td>
<td>$2,030,241</td>
<td>42,653</td>
<td>47.60</td>
<td>$2.69</td>
<td>$114,759</td>
</tr>
<tr>
<td>Metchosin</td>
<td>$256,718</td>
<td>5,168</td>
<td>49.67</td>
<td>-$0.71</td>
<td>-$3,644</td>
</tr>
<tr>
<td>Oak Bay</td>
<td>$1,128,113</td>
<td>18,568</td>
<td>60.76</td>
<td>-$4.00</td>
<td>-$74,285</td>
</tr>
<tr>
<td>Saanich</td>
<td>$5,899,087</td>
<td>122,173</td>
<td>48.28</td>
<td>-$1.23</td>
<td>-$150,795</td>
</tr>
<tr>
<td>Victoria</td>
<td>$5,331,416</td>
<td>94,005</td>
<td>56.71</td>
<td>$0.94</td>
<td>$88,540</td>
</tr>
<tr>
<td>View Royal</td>
<td>$549,593</td>
<td>11,567</td>
<td>47.51</td>
<td>$0.31</td>
<td>$3,624</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$18,078,726</strong></td>
<td><strong>352,287</strong></td>
<td><strong>$51.32</strong></td>
<td><strong>$0</strong></td>
<td><strong>$0</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 2021 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 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 2021, operational efficiencies through cost avoidance strategies will continue to be explored as the impacts from the COVID-19 Pandemic are unfolding. The use of reserves has been approved to augment some un-avoidable budget increases.

Operational labour has been kept at full levels (unreduced) at this time, no reductions are planned for the 2021 budget year. It is anticipated that ongoing COVID-19 operations will utilize all staff as budgeted for.

GVPL is committed to operating efficiently and effectively to deliver library service to 10 municipalities. The library system leverages more than 100 active community partnerships to expand programs and lifelong learning opportunities for Greater Victoria residents.

Components of the 2021 budget include the following:

1. Municipal Contributions – Operating Increase $0.00
   - Use of surplus to reduce the overall municipal contribution increase for the current year to $0 and augment revenue as part of the 5 year plan
   - $1.29M forecast reserve transfer from contingency for balance of 5 year plan as follows:
     - 2021 - $221,252
     - 2022 - $365,842
     - 2023 - $340,977
     - 2024 - $302,606
     - 2025 - $62,587
   - Diminishing use of reserves to normalize the budget by year 5 (2025)
   - Surplus utilized (Contingency) arose from operational funds unspent during the 2019 fiscal year and subsequently transferred to contingency in May 2020.
The Greater Victoria Public Library 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.

![Graph showing budget allocation]

2. **Municipal Contributions – Start-up**  
   **No Change**

In 2021 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 2021 the following has been identified for branch start-up funds:

- Esquimalt Branch 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 2009. 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**  
   **Decrease $190,000**

This revenue line has been reduced for the foreseeable future as part of the 5 year plan in an effort to reduce dependence on fines and fees revenue overall, savings have been identified in other areas to offset this decrease.

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

This is an annual payment of $28,450 from the Capital Regional District.

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**  
   **No Change**

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 2021, in tandem with new donor engagement strategies.

9. **Salaries and Benefits**  
   **Decrease $153,485**

Salaries and benefits account for 75% of the library’s overall budget in 2021. The full-time equivalent (FTE) count for regular employees (including full and part time employees) has remained stable at 158 FTE.

The decrease in Salaries and benefits is related to the following points:

- Benefits rate reduction - $6,000;
- Efficiencies found as part of the standardized schedule process for Library Services and Administrative wages - $147,485

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 reduce slightly to 23.70% from 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. Demand for digital resources has grown substantially as a result of the service changes related to the COVID-19 Pandemic, and funds are being shifted from physical materials to offset.

This offset, along with substantial reserves and donations will serve to augment the status quo budget to allow for increased spending in areas where there is the highest patron demand.

11. **Amortization**  
   **Increase $2,000**

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 $23,353**

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. Longer term effects of supplies and services relating to the COVID-19 Pandemic are not known yet, but will effect this budget line as they are determined.

13. **Building Occupancy**  
   **Increase $14,908**

Building occupancy includes maintenance contracts, security, garbage and utilities. Security costs have increased due to higher contract costs (including minimum wage increases, contract renewal and additional service requirements). Contracted cleaning costs are also included in this budget line. The cleaning contract renewal has been deferred as a cost saving measure, thus allowing for minimal increases in this area.

14. **Other Expenses**  
   **Decrease $23,523**

Other expenses include such items as insurance and employee recruitment costs, marketing costs, and business travel expenses. The decrease in this budget is a result of reductions specific to business travel.

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

The prior year’s budget was increased to account for the to the planned replacement of one of two shuttle vehicles. The GMC van reached the end of its lifespan and was replaced in 2020. This expense was offset by the use of surplus funds from the Replacement Reserve as approved at the May 2019 Year End Finance Committee 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 $28,748

Change to Reserve transfers are as follows:

• Transfer to / from Replacement Reserve – $130,000
• Transfer from Personnel Contingency Reserve – $110,000
• Transfer to / from Contingency Reserve – $(211,252)