



Alberni-Clayoquot Regional District

ELECTORAL AREA DIRECTORS COMMITTEE – FINANCIAL PLANNING MEETING

WEDNESDAY, FEBRUARY 15, 2017, 1:30 PM

Regional District Board Room, 3008 Fifth Avenue, Port Alberni, BC

AGENDA

	PAGE #
1. <u>CALL TO ORDER</u>	
Recognition of Traditional Territories.	
2. <u>ELECTION OF CHAIRPERSON FOR 2017</u>	
3. <u>APPROVAL OF AGENDA</u> <i>(motion to approve, including late items requires 2/3 majority vote)</i>	
4. <u>ADOPTION OF MINUTES</u>	
a. Electoral Area Directors Committee Meeting held October 5, 2016	3-5
<i>THAT the minutes of the Electoral Area Committee meeting held on October 5, 2016 be received.</i>	
5. <u>REQUEST FOR DECISIONS & BYLAWS</u>	
a. REQUEST FOR DECISION	6-66
2017-2021 Financial Plan - Vancouver Island Regional Library	
<i>THAT the Electoral Area Directors Committee recommend the Vancouver Island Regional Library proposed budget be included in the first reading of the 2017-2021 Alberni-Clayoquot Regional District Financial Plan.</i>	
b. REQUEST FOR DECISION	67-70
2017-2021 Financial Plan – Building Inspection	
<i>THAT the Electoral Area Directors Committee recommend the Building Inspection proposed budget be included in the first reading of the 2017-2021 Alberni-Clayoquot Regional District Financial Plan.</i>	
c. REQUEST FOR DECISION	71-74
2017-2021 Financial Plan – Management of Development – Rural Area	
<i>THAT the Electoral Area Directors Committee recommend the Management of Development – Rural Area proposed budget to be included in the first reading of the 2017-2021 Alberni-Clayoquot Regional District Financial Plan.</i>	

- d. **REQUEST FOR DECISION** **75-78**
2017-2021 Financial Plan – Electoral Area Administration

THAT the Electoral Area Directors Committee recommend the Electoral Area Administration proposed budget to be included in the first reading of the 2017-2021 Alberni-Clayoquot Regional District Financial Plan.

- e. **REQUEST FOR DECISION** **79-84**
2017 Grant In Aid – Beaver Creek Community Club
(Referred from February 8, 2017 Committee-of-the-Whole Meeting)

Committee Direction Requested

- f. **REQUEST FOR DECISION** **85-89**
2017 Grant In Aid – Cherry Creek Community Recreation Commission
(Referred from February 8, 2017 Committee-of-the-Whole Meeting)

Committee Direction Requested

- g. **REQUEST FOR DECISION** **90-92**
Building Setbacks from Water Courses, Lakes and Oceans – M. Irg
(Verbal Update)
(Referred from January 25, 2017 Board Meeting)

Committee Direction Requested

6. REPORTS

- a. **Discussion on Service Levels – R. Dyson (verbal)**
- b. **Woodstove and Backyard Burning Report – A. McGifford (Verbal)**

THAT the Electoral Area Directors Committee Receive the verbal reports.

7. LATE BUSINESS

8. ADJOURN



Alberni-Clayoquot Regional District

MINUTES OF THE ELECTORAL AREA DIRECTORS COMMITTEE

MEETING HELD ON OCTOBER 5, 2016, 10:00 AM

Regional District Board Room, 3008 Fifth Avenue, Port Alberni, BC

DIRECTORS Lucas Banton, Chairperson, Electoral Area "F" (Cherry Creek)

PRESENT: Keith Wyton, Director, Electoral Area "A" (Bamfield)
Mike Kokura, Director, Electoral Area "B" (Beaufort)
Tony Bennett, Director, Electoral Area "C" (Long Beach)
Penny Cote, Director, Electoral Area "D" (Sproat Lake)
John McNabb, Director, Electoral Area "E" (Beaver Creek)

STAFF PRESENT: Russell Dyson, Chief Administrative Officer
Mike Irg, Manager of Planning and Development
Wendy Thomson, Manager of Administrative Services
Alex Dyer, Planner

1. CALL TO ORDER

The Chairperson called the meeting to order at 10:00 am.

The Chairperson recognized the meeting today is being held in the Tseshaht First Nation and the Hupacasath First Nation Traditional Territories.

2. APPROVAL OF AGENDA

MOVED: Director McNabb

SECONDED: Director Bennett

THAT the agenda be approved as circulated.

CARRIED

3. ADOPTION OF MINUTES

a. **Electoral Area Directors Committee Meeting – March 22, 2016.**

MOVED: Director Wyton

SECONDED: Director Bennett

THAT the minutes of the Electoral Area Directors Meeting held on March 22, 2016 be received.

CARRIED

4. CORRESPONDENCE FOR ACTION/INFORMATION

- a. **Correspondence dated August 25, 2016 from Association of Vancouver Island and Coastal Communities regarding a request for Input for an Electoral Area Forum at AVICC Convention.**

MOVED: Director Wyton

SECONDED: Director McNabb

THAT the Electoral Area Directors Committee endorse the recommendations identified in the AVICC Executive Summary and request an update on the recommendations and support continued discussion at the 2017 AVICC convention.

CARRIED

5. REQUEST FOR DECISIONS & BYLAWS

- a. **Request for Decision regarding Update on Short Term Vacation Rentals.**

MOVED: Director Bennett

SECONDED: Director Wyton

THAT the Electoral Area Directors Committee direct staff to conduct public input sessions to garner community input into options for dealing with short term vacation rentals.

CARRIED

- b. **Request for Decision regarding Building Inspection Update.**

MOVED: Director Wyton

SECONDED: Director McNabb

THAT the Electoral Area Directors Committee receive the staff report and request staff to report back to the Committee in three months.

CARRIED

6. REPORTS

- a. **Update on Zoning Bylaw Project**

MOVED: Director McNabb

SECONDED: Director Wyton

THAT the Electoral Area Directors Committee receives this report.

CARRIED

7. LATE BUSINESS

8. IN-CAMERA

MOVED: Director Banton

SECONDED: Director Kokura

THAT the meeting be closed to the public to discuss matters relating to:

- i. Litigation or potential litigation affecting the Regional District*
- ii. Law enforcement, if the Regional District considers that disclosure could reasonably be expected to harm the conduct of an investigation under or enforcement of an enactment.*

CARRIED

The meeting was closed to the public at 10:50 am.

The meeting was re-opened to the public at 11:07 am.

9. RECOMMENDATIONS FROM IN-CAMERA

The Committee reported out that correspondence received from a concerned citizen regarding burning in Cherry Creek will be forwarded to the Air Quality Council.

10. ADJOURN

MOVED: Director Kokura

SECONDED: Director McNabb

THAT this meeting be adjourned 11:14 am.

CARRIED

Certified Correct:

Lucas Banton,
Chairperson

Russell Dyson,
Chief Administrative Officer



REQUEST FOR DECISION

To: Electoral Area Directors Committee
From: Teri Fong, CPA, CGA, Manager of Finance
Meeting Date: February 15, 2017
Subject: Vancouver Island Regional Library

Recommendation:

THAT the Electoral Area Directors Committee recommend the Vancouver Island Regional Library proposed budget be included in the first reading of the 2017-2021 Alberni-Clayoquot Regional District Financial Plan.

Background:

The Vancouver Island Regional Library Board of Trustees governs this service and the budget is based on the Adopted 2017-2021 Financial Plan from the organization.

Time Requirements – Staff & Elected Officials:

Staff time for this service is required to support the appointed director and review the annual budgets.

Financial:

The residential tax rate for 2017 is \$0.203 per \$1,000 of assessed value. This is down slightly from the previous year of \$0.204 per \$1,000 of assessed value as there has been an increased in participating members assessed values from 2016.

Policy or Legislation:

This service was established by Bylaw 896 in 1994.

Submitted by: _____

Teri Fong, CPA, CGA, Manager of Finance

Approved by: _____

Russell Dyson, Chief Administrative Officer



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2017-2021 FINANCIAL PLAN
 VANCOUVER ISLAND REGIONAL LIBRARY
 PARTICIPANTS: ELECTORAL AREAS

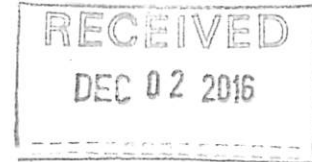
Line	History			Budget					Line
	2016 ACTUAL	2016 PLAN		2017	2018	2019	2020	2021	
REVENUE									
1	\$ 8,333	\$ 8,333	Surplus (deficit) from prior years	\$ 7,137	\$ -	\$ -	\$ -	\$ -	1
2	436,757	436,757	Tax requisition	453,363	481,400	506,000	539,900	573,700	2
3	12,135	5,000	Grant in lieu of taxes	5,000	5,000	5,000	5,000	5,000	3
4	\$ 457,225	\$ 450,090	TOTAL REVENUE	\$ 465,500	\$ 486,400	\$ 511,000	\$ 544,900	\$ 578,700	4
EXPENDITURES									
5	\$ 3,000	\$ 3,000	Administrative charge	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	5
6	447,088	447,090	Operating costs	462,500	483,400	508,000	541,900	575,700	6
7	\$ 450,088	\$ 450,090	TOTAL EXPENDITURES	\$ 465,500	\$ 486,400	\$ 511,000	\$ 544,900	\$ 578,700	7
8	\$ 7,137		FINANCIAL PLAN BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	8
9	8,333	8,333	Deduct: Surplus from previous year	7,137	-	-	-	-	9
10	-\$ 1,196	-\$ 8,333	ANNUAL SURPLUS/(DEFICIT) (for Financial Reporting purposes)	-\$ 7,137	\$ -	\$ -	\$ -	\$ -	10



Vancouver Island Regional Library

Administration
Box 3333 | 6250 Hammond Bay Road
Nanaimo, BC Canada V9R 5N3
t: 250.758.4697 f: 250.758.2482
e: info@virl.bc.ca w: www.virl.bc.ca

December 1, 2016



Mr Russell Dyson
Chief Administrative Officer
Alberni-Clayoquot Regional District
3008 Fifth Ave
Port Alberni B.C. V9Y 2E3

Dear Sir/Madam,

Re: Library Budget and Levy to Members

Vancouver Island Regional Library (VIRL) Board adopted the 2017 budget at its September 17, 2016 Board meeting.

A copy of the 2017 – 2021 Adopted Financial Plan is available on our website at <http://virl.bc.ca/about-us/reports-and-plans>

Following is the detail on the first payment due before March 1, 2017. A formal invoice will follow.

	Quarterly Installment	Annual Amount
Population portion	28,513	206,143
Assessment portion	<u>41,902</u>	<u>255,880</u>
2017 First Quarter Total Levy	\$115,506	\$462,024

The development of the 2017-2021 Financial Plan was driven by a focus on meeting the service standards our Board has committed to. Specifically the 2017-2021 Financial Plan focuses on:

- Evaluating budget pressures within the framework of the Strategic Plan and the Facilities Master Plan;
- Reinforcing strategic priorities through the business case planning process;
- Exploring alternative funding sources;
- Continuous evolution of the internal request for funding process; and

Strong Libraries ■ Strong Communities

Bella Coola Bowser Campbell River Chemainus Comox Cortes Island Courtenay Cowichan Lake Cumberland Gabriola Island Gold River Hornby Island Ladysmith Masset Nanaimo Harbourfront Nanaimo North Nanaimo Wellington Parksville Port Alberni Port Alice Port Clements Port Hardy Port McNeill Port Renfrew Quadra Island Qualicum Beach Queen Charlotte Sandspit Sayward Sidney/North Saanich Sointula Sooke South Cowichan Taisis Tofino Ucluelet Union Bay Woss



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- Exploring opportunities & continuous improvement.

The objective of these actions is to provide a budget that is lean while maintaining the Board's service levels.

For 2017 this entails a 4.25% increase in the total levy, consisting of:

- A 1.34% increase to meet our core service needs and inflationary pressures;
- A 1.72% increase for staff-driven business cases to improve our services to the public; and
- A 1.19% increase for levies related to the Facilities Master Plan

The 2017 – 2021 Financial Plan plays an integral part in meeting the objectives of the Strategic Plan:

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

2. Collect. Connect. Collaborate. Create: VIRL seeks to identify and address the educational and recreational needs of our customers. As well, we seek new ways to reach those who are not aware of the resources we have to offer.

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

3. Places & Spaces: Since 2011, we have renovated or built eleven branches across the VIRL service area. Assessing the needs of each unique community when renovating and building facilities is a crucial component of our ongoing success.

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

4. Life at Work: To succeed as an organization, VIRL recognizes that it needs to support staff (and ultimately library customers) by respecting the multiple perspectives our employees represent. To do this, we must continually promote positive employer/union

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relations and improve our methods of communication, decision making and project management to create an effective and productive workplace culture.

Please do not hesitate to contact us if you have any questions.

Thank you,

Joel Adams, CPA, CA
Director of Finance

Strong Libraries ■ Strong Communities

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2017 – 2021 Financial Plan

Financial Sustainability: Always a Priority

Adopted September 17, 2016

By the Vancouver Island Regional Library Board of Trustees



**Vancouver Island Regional Library
Administration**

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Financial Accountability: Always a Priority

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Board of Trustees
2017-2021 Financial Plan
Financial Sustainability: Always a Priority

2016 Executive Committee



Bruce Jolliffe
Chair



Tom Duncan
Vice-Chair



Noba Anderson



Barry Avis



Bill Beldessi



Diane Brennan



Howard Houle



Andrew Merilees



Kerrie Reay



Dave Rushton



Gordon Waterman



2017 – 2021 Financial Plan

Financial Sustainability: Always a Priority

Executive Summary

The Board of Trustees of Vancouver Island Regional Library (VIRL) are pleased to present the 2017 - 2021 Financial Plan. As a result of the Board's long standing commitment to financial management through progressive best practices and prudent policies, VIRL is in a strong financial position. As the library system evolves, financial sustainability is an underlying principal and a key priority of the Board.

The Board of Trustees takes the management and stewardship of public funds very seriously and continues to demonstrate financial leadership and discipline, ensuring value for tax dollars spent. Sustainability focuses on the ability to maintain an activity over an extended time horizon. Budgeting is the process of allocating limited resources to achieve the Board's established priorities. Responsible budgeting allocates resources in a way that balances needs and aspirations of the present without compromising the ability to meet future needs and expectations.

Funding for VIRL is tied to the ability to continue to attract and elicit support from users. The value that we as an organization place on users' needs and the desire of staff to continue to meet and respond to those needs is critical to VIRL's continued growth and development. To ensure the provision of library services that meet the diverse needs of the communities it serves, VIRL continues to optimize efficiencies by challenging the environment.

Managing the future

- Looking to the future by creating multi-year budgets; and
- Reinforcing strategic priorities through the business case planning process.

This strategic action provides Trustees and staff with future foresight and the ability to proactively identify future opportunities, address future challenges and improve decision making by understanding the long-term financial implications of decisions.

Managing the environment

- Evaluating budget pressures within the framework of the Strategic Plan and the Facilities Master Plan;
- Exploring alternative funding sources;
- Continuous evolution of the internal request for funding process; and
- Exploring opportunities & continuous improvement.



The objective of these actions is to provide a budget that is lean while maintaining the Board’s service levels. Under these actions there is no across the board inflationary increases.

Staff worked diligently in 2015 delivering quality service to our customers:

- 4,975,366 items circulated;
- 2,471,287 visitors through the doors;
- Launch of a new ILS;
- Engaged in Community Consultations;
- Revitalized facilities in Campbell River and Nanaimo Harbourfront; and
- Local and Provincial recognition for VIRL facilities & programs.

The expectation for revitalized and new service locations is on the rise once again. During the community consultation process, communities wanted to know “when” - when is it our turn for new furniture or a new location? This budget addresses that need. It also addresses the capacity the reserves developed in 2011 to sustain the Facilities Master Plan that has been extended from 10 years to 15 years. This extension will help us “stay the course”.

2015 Highlights & Achievements

FOUNDATION DOCUMENTS



2016 - 2020
STRATEGIC
PLAN



Integrated Strategic Planning Framework



FOUNDATION DOCUMENTS



2015 ANNUAL REPORT

INVESTMENT IN COMMUNITIES



CAMPBELL RIVER

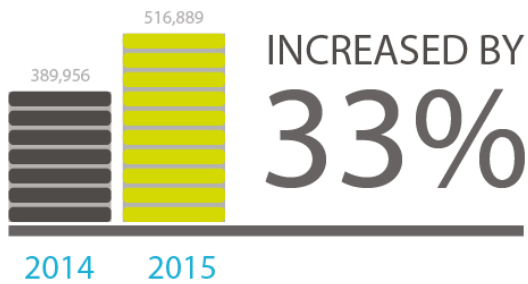


NANAIMO HARBOURFRONT



PERFORMANCE MEASURES

eLIBRARY USE



Includes access to VIRL's digital resources including eBooks and eAudiobooks.

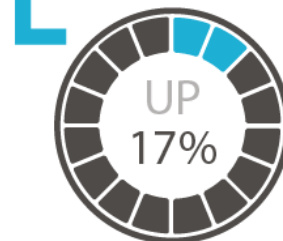


Represents a 58% increase in visitors (traffic) to virl.bc.ca from 2014 to 2015.



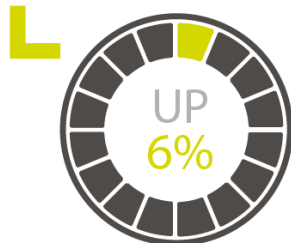
The number of WiFi accesses by customers at our branches increased by 30% from 2014 to 2015.

MOBILE VISITS

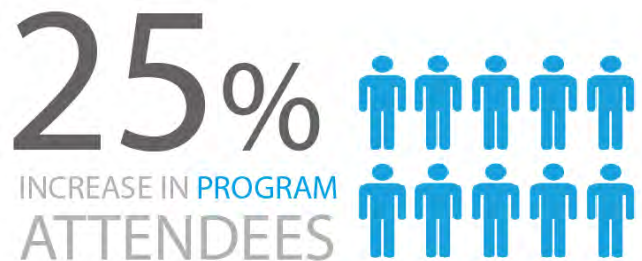


Access to VIRL's catalogue, eLibrary and website from mobile devices.

SUMMER READING CLUB PARTICIPATION



Kids participating in our Summer Reading Club program have increased 6% from 2014 to 2015.



Across our 39 branches, participation in our programs has increased by 20% from 2014 to 2015.



PERFORMANCE MEASURES



Our branches were busy: Almost 2.5 million visitors welcomed through our doors in 2015.

TOTAL CIRCULATION

4,975,366



*A total of physical and digital items circulated.

Represents the number of items (both physical and digital) that were "checked out" in 2015.

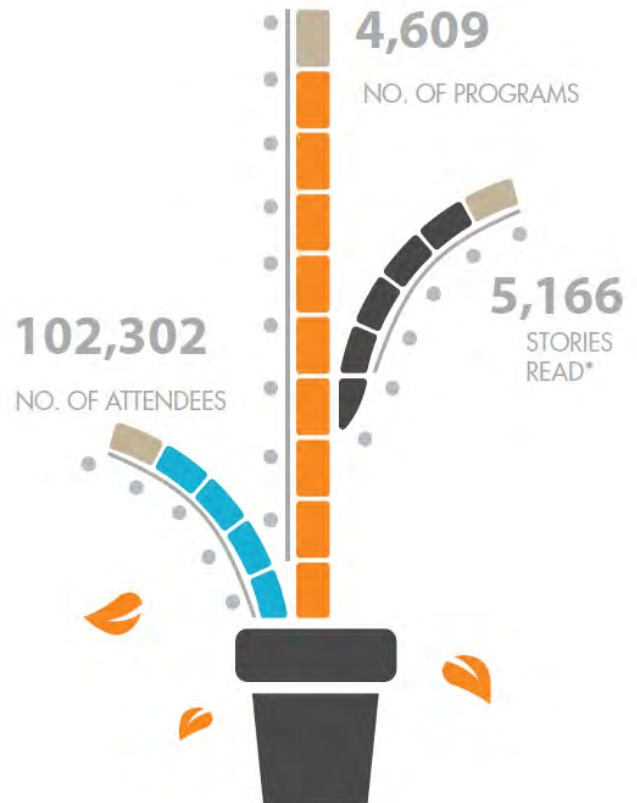
AWARDS RECEIVED



LIBRARIANS ON THE RADIO
2015 BCLA AWARD



THE NANAIMO NORTH BRANCH
2015 VANCOUVER ISLAND COMMERCIAL BUILDING AWARD



From story-telling to adult education and digital literacy training, your local library is an invaluable resource to the community.



Budget Summary

The 2017 - 2021 Financial Plan is firmly grounded in the deliverables designated by the Board and follows the direction provided by and supported by the Executive Committee.

In 2009/2010, the Consolidated Facilities Master Plan (CFMP) identified in excess of \$2.4 million in deferred maintenance items for which there was no identified funding. With the adoption of the Companion Report and its recommendations, a long term funding strategy was approved and implemented. Many of the items identified in the CFMP report related to Workers Compensation Board (WCB) and Health & Safety issues, which have been remedied.

The long term funding plan took into account the need to slowly move towards a sustainable scenario without having extremely large spikes in member levies. Recognizing that longer term restrictions would also mean longer term solutions, a 10 year incremental plan was adopted in 2010 for the years following.

It is extremely important to ensure that resources are applied effectively and efficiently to maximize funding. The following criteria are applied to determine facility priorities:

1. WCB compliance and/or Health & Safety issues to both reduce and prevent potential claims.
2. Maintain Board owned libraries.
3. Defer maintenance when replacement is imminent.
4. Proceed with maintenance when replacement is not in the near immediate future.
5. Proceed when opportunities arise.

Applying the criteria and subject to availability of funding from the Maintenance, Furniture, Fixtures and Reserves Levy, the priorities are as follows:

1. Nanaimo Wellington Branch
2. Sidney/North Saanich Branch
3. Cowichan Branch
4. Tahsis Branch
5. Woss Branch

Maintenance, Furniture, Equipment and Information Systems Replacement Levy

	2017	2018	2019	2020	2021	2022	2023	2024	2025
Expected levy	1,160,185	1,283,888	1,394,054	1,508,112	1,626,176	1,748,359	1,874,779	2,005,556	2,140,815
\$ change over prior year	107,037	123,703	110,166	114,059	118,064	122,183	126,420	130,777	135,258
% change over prior year total levy	0.53%	0.58%	0.50%	0.51%	0.51%	0.51%	0.52%	0.52%	0.52%



Facilities Infrastructure Improvements and Expansions Levy

	2017	2018	2019	2020	2021	2022	2023	2024	2025
Expected levy	1,450,231	1,604,860	1,742,567	1,885,141	2,032,720	2,185,449	2,343,474	2,506,945	2,676,018
\$ change over prior year	133,796	154,629	137,707	142,574	147,580	152,729	158,025	163,472	169,073
% change over prior year total levy	0.66%	0.73%	0.63%	0.63%	0.64%	0.64%	0.64%	0.65%	0.65%

These levies have allowed VIRL to renovate or expand eleven branches since 2011 and continue to be an important pillar to our capital plans to meet our current and future facility needs.

Member Levies and Impacts

2017 member levies are as follows:

- Operating Levy \$18,637,079
- Furniture, Fixtures, Equipment & Systems Levy \$ 1,160,185
- Facilities Levy \$ 1,450,231

The 2017 Budget represents an overall increase of 4.25% of total levy, broken down as follows:

- Core Services: maintaining existing service levels requires an increase of \$273,357 (1.34% in the total levy) to meet inflationary pressures;
- Business cases require an increase of \$360,854 (1.72% in the total levy); and
- Increases to the levies developed under the Consolidated Facilities Master Plan represent an increase of \$240,833 (1.19% in total levy), as follows:

INCREASES TO TOTAL LEVY	
CORE SERVICES	1.34%
BUSINESS CASES	1.72%
FACILITIES MASTER PLAN	<u>1.19%</u>
TOTAL	4.25%

- Planned increase to the Furniture, Fixtures, Equipment and Systems Levy of \$107,037 (0.53% increase in total levy), used for maintenance and equipment replacement; and
- Planned increase to the Facilities Levy of \$133,796 (0.66% in total levy) for new and expanded branches, used for improvement of facilities and equipment.



Operational Levy

The core budget has been prepared on the premise that existing service levels can be maintained within a 2% increase. Cost pressures include construction cost inflation, which typically is higher than consumer price inflation and affects the costs of maintaining, renovating and expanding our facilities. Additional cost pressures are wage inflation under collective agreement obligations, increasing utility costs and general inflation. Core expenditures represent the costs of ensuring current staffing levels, branches and service levels taking into account contractual obligations, inflation, maintenance and other costs. Revenues have been budgeted based on historical and projected levels.

Cost drivers for the 2017 Budget include:

Revenues

- Investment and rental income are expected to decline by \$5,000 to reflect the actuals received in 2015.
- A slight increase in per capita grant funding has been estimated based on amounts received in 2015.
- Miscellaneous and non-resident fees are expected to increase by \$17,411 based on amounts received in 2015.

Expenditures

- Automotive, travel and vehicle expenses are expected to increase slightly, due to increased fuel costs and projected travel requirements.
- Branch facility, building and equipment maintenance costs are expected to decrease by \$14,614 based on current facility requirements.
- An increase of \$96,631 is expected for communications and internet costs due to software licensing obligations and robust data usage by patrons.
- Computer and network costs are expected to decrease by \$125,100, reflecting a reduction from the higher planned investment in 2015.
- An increase in wages and benefits of \$559,575 includes approximately 2% (\$277,218) for expected contractually obligated increases in wages and step increases. An additional \$256,699 of the increase relates to new budget requests. The remainder is for estimated expenses for the retirement benefit accrual and hiring costs.
- A slight increase in projected debt servicing costs to reflect the actual debt financing costs from previous debt issues related to capital.



Board of Trustees
2017-2021 Financial Plan
Financial Sustainability: Always a Priority

One of the items included in the business cases this year is for the implementation of a budget for replacement of staff who are off on unplanned leave. Historically, VIRL managed these extra costs through gaps in filling vacant positions. Since this is not a long-term solution, VIRL has dedicated considerable time towards quantifying this issue and developing a strategy. The adoption of a dedicated replacement budget allows us to respond to replacement requirements while maintaining high customer service. This represents a one-time increase in 2017, but will be a component of the budget going forward, in order to better reflect the reality of our staffing environment.

Conclusion

The 2017 - 2021 Financial Plan is based on the need to meet our service standards, incorporating the challenging requirement to keep costs in line with the necessity to meet service standards in our communities with stable populations and the rising needs of growing communities. The adopted 2017 – 2021 Financial Plan will allow us to move closer to those goals, and will ensure continued sustainability is achieved.



New Budget Requests – Business Cases

Background and Evaluation of Proposals

Business cases are the result of a process whereby staff came forward with initiatives to improve our service to the public and these proposals are brought forward for consideration in the form of business cases to the Board of Trustees.

Business cases are evaluated based on a set of criteria so that we may recommend those that would best improve customer service and long term sustainability. Projects that have a wider benefit for the VIRL system as a whole are encouraged as well as those that fulfill service gaps or address important issues.

Impact on Member Levy

\$208,000 represents approximately a 1% increase in Member Levy.

Summary of Business Cases and Impacts

Business Case	Ongoing or One-Time	2017 Cost (Maximum)	Percentage Impact on Member Levies	Cost Per Capita	Comments
Read Down Your Fines	Ongoing	19,155	0.09	0.05	
Increased Replacement Budget	Ongoing	80,604	0.39	0.19	
Community Support Technician	Ongoing	99,835	0.48	0.24	
Systems Support Technician	Ongoing	76,260	0.35	0.18	
Nanaimo Harbourfront Office Space	One-Time	60,000	0.29	0.14	
Integrated Financial System Review	One-Time	25,000	0.12	0.06	
Investigation of an RFID/Security System	One-Time	-	-	-	At this stage cost neutral.
Total Impact		360,854	1.72%	\$0.86	



Business Cases



Business Case: Read Down Your Fines on Children's Cards

Background/Overview

Fines represent a significant barrier for many families in our service area. Branch librarians often hear from our families that families with limited resources choose to limit their library use because they are fearful of accruing fines, or even stop altogether using the library after accruing large fines. We see this in our own fines statistics – 10% of our children's card users are not able to access library services because of fines above \$10, and 60% of those have not used the Library in over a year.

The financial burden of fines is corroborated by high child poverty rates in many of the communities served by Vancouver Island Regional Library (VIRL). For these families, library fines can lead to a choice between accessing library services and eating for the week. This is obviously a choice that families shouldn't have to make – and a choice that doesn't benefit anyone in our communities. When we look at Early Development Instrument results, a tool that assesses the vulnerability of young children in our communities, we learn a third of children are starting kindergarten with an identified vulnerability that will make it more difficult for the child to be successful. These children need both reliable access to food as well as access to literacy in order to ensure lifelong success.

As part of the 2015 – 2019 budget, a business case supporting a "Read Down Your Fines" initiative was approved by the Board, and was introduced as part of the 2015 Summer Reading Club (SRC). The initiative offered children the opportunity to reduce library fines based on how much they read during SRC. The more the child read, the greater the fines reduced from their account.

5,108 children participated in the 2015 SRC, and the "Read Down Your Fines" initiative was very successful. 519 children had fines reduced on their cards, including 52 children who were previously unable to borrow books because of fines over \$10.

Proposal

This proposal will allow juvenile cardholders to eliminate accumulated fines by "reading down their fines" during the 2017 Summer Reading Club. The initiative will require children to reach milestone reading goals in order to waive their accumulated fines, thus enabling them to take out library material once again.



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Business Case
Read Down Your Fines on Children's Cards

Economic Impact

Description of Costs	One-Time	Ongoing
Fines waived as part of initiative	\$19,155 (maximum)	
Total	\$19,155	
Total represents 0.09% on member levies or \$0.05 per capita.		

Children will have the opportunity to have \$5 of library fines waived for each SRC Reading Record page they complete. Each child is eligible for a total fine reduction of up to \$35.



Business Case: Increased Replacement Budget

Background/Overview

Currently, Vancouver Island Regional Library (VIRL) does not have a dedicated replacement budget to cover paid absences. Funding for the replacement of any public services staff who are on paid vacation or paid sick time comes strictly from the Wages budget. Any replacement funds required to cover these paid absences are fully realized through gapping when positions are vacant. As such, the incremental costs of replacing staff have historically not been included in the annual budget.

For several years, VIRL has employed a set of guidelines for the replacement of staff during absences. These practices have allowed VIRL to stay within budget and avoid costly overruns due to employee absences or shortages of staff for various reasons. These practices have allowed VIRL to live within its' means as the budget cannot accommodate full replacement for every hour of employee absence. Our current practice is cost effective, but sometimes cost effectiveness comes at the expense of customer service.

The downside to this practice is, however, that the current replacement guidelines sometimes lead to gaps in service, especially when unplanned absences continue over several days or weeks. The guidelines are inflexible and make no allowance for programming, peak times at the branches or longer, unexpected absences. In order to allow for greater flexibility in the replacement of absent employees, additional funding is required to avoid possible cost overruns in the future.

Currently, replacing of staff that are absent for paid vacations, sick or other reasons is based on the *Replacement Guidelines*. These guidelines allow staff to quickly fill shifts within tight, cost-effective parameters. However, for our rural and smaller branches where staff members work on their own, every staff absence must be replaced at 100%. If this is not done, the branch will not open. This is the situation in 25 of our branches. On average, 265 replacement hours are used weekly to fill vacation and sick time for public services CUPE staff. Staff in divisions that do not directly support public service operations are not replaced, but instead staff are cross-trained wherever possible to support these absences.

VIRL currently has 153 CUPE permanent staff, of which approximately 55% have been with VIRL over 6 years. Of the 130 front-line CUPE staff, demographics show that 63% are aged 50 and over, and 28% are aged 60 and over. Many of these employees have been with VIRL for over 10 years, and are accruing sick time and paid vacation time at 8% or higher.



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Business Case
Increased Replacement Budget

In our larger branches, where staff work overlapping shifts, the *Replacement Guidelines* have been structured to ensure a minimal staffing level is maintained. With planned absences, managers are able to balance time-off requests to ensure very little replacement hours are required.

While these guidelines prove adequate for planned or single event absences, branches are often understaffed when unexpected absences are stretched over several days or weeks, especially in situations where an unplanned long-term medical absence occurs at the same time as staff vacations.

Additionally, through a recent assessment of our replacement levels, eleven branches were found to have replacement guidelines that put staffing levels below 75% on at least one day a week. Some branches had replacement staffing levels as low as 62%. For these eleven branches, a total of 29 open days out of 69 open days found a branch potentially operating at below 75% staffing. To ensure VIRL is maintaining our customer service levels, ensuring branch safety and security, and that only the essential daily tasks are completed a minimum staffing level of 75% is required.

To address these lower staffing levels, VIRL regularly reviews the *Replacement Guidelines*, branch workflows, and even shipping delivery times. The Circulation Coordinator visits the branches regularly to assess and refine staff workflows to address backlogs of work.

Starting in July, we have altered our branch delivery schedule; increasing the number of deliveries at our busier branches from 2 to 3 per week. This change will allow our customers to receive requested materials faster and also will give staff more time to process the shipment.

Proposal

Replacement decisions are currently made with the *Replacement Guidelines* used by Dispatch staff when filling absences. Staff proposes establishing a replacement budget of \$80,604 annually. This will give branch staff the resources required to maintain current levels of customer service and workloads.

By increasing the replacement budget, staff will be able to address the branches with *Replacement Guidelines* that often leave them with staffing levels below 75%. This will address the issues of branches being understaffed for several days or weeks at a time, increasing the backlog of work that must be completed: processing deliveries, checking in returned books and providing excellent customer service.



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Business Case
Increased Replacement Budget

Economic Impact

This business case represents a one-time increase in staffing costs, and in future budgets the estimated replacement costs will be included as part of the wages line item. This will allow us to continue to track these costs and gather data to make better estimates, in order to show a more accurate representation of our staffing environment.

Description of Costs	One-Time	Ongoing
56 hours/wk; total of 2,912 staff hours x \$27.68 (hourly wage + 10% in lieu of benefits)		\$80,604
Total		\$80,604
Total represents 0.39% on member levies or \$0.19 per capita.		



Business Case: Community Support Technician

Background/Overview

Libraries are defined by a collection of core values including access, literacy, lifelong learning and service. VIRL is always looking for innovative ways to develop our programs, services and policies to exemplify these values and best serve our communities in order to highlight our important role within society.

Over the last several years, Vancouver Island Regional Library (VIRL) has been able to develop innovative and award-winning programming. This has included programming that improves motor skills of young learners, programs that work to ensure our children are ready to learn upon entering school, and programs to help improve adult literacy levels in correctional facilities. Currently our staff is at capacity with the amount of programming they are able to maintain and develop.

The geography and distances between our branches cannot be reduced and can only be overcome by additional staff in order to build capacity to meet the increased demand for programming and outreach in our rural communities. Zone 2 (Courtenay, Comox, Cumberland, Union Bay and Hornby Island) and Zone 5 (Campbell River, Tahsis, Gold River, Sayward, Quadra Island and Cortes Island) both cover wide geographic areas and require immense staff time to be able to support the local branch staff and communities. The combined population of these 2 zones are about 102,000 which is almost 1/4 of VIRL's overall service population.

Proposal

This business case supports the creation of 2 additional Community Support Technician (CST) positions (at 25 hours per week for each position). The CST is a member of the zone teams that supports outstanding customer service and public services to library users and their communities. The CST works with the librarians to develop and assist in the presentation of branch programming in rural locations. The position works to identify community outreach opportunities in our local communities. The CST also works as a local staffing resource for training, role modeling and mentoring.

These positions will facilitate VIRL's ability to be responsive to our rural community needs. The result will be an increase in membership, community partnerships, and programming and service offerings. The targeted outcomes of these positions are the increased development of programming, connections to service providers, and diverse community engagement in all of our communities.



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Business Case
Community Support Technician

This initiative will have a positive impact on the 2 zones and entire library system with improved staff capacity and enriched partnerships. The 2 CST positions are infrastructure and foundation positions which can be built upon in future years to ensure the successful delivery of the “Your Voice, Your Library” Strategic Plan.

With these new CST positions in place, VIRL will be able to develop new service models and programs which will have a positive impact on the entire library system through improved staff capacity, strategy and enriched partnerships.

Economic Impact

Description of Costs	One-Time	Ongoing
2 Community Support Technicians (25 hrs/wk each)		\$74,360 (Based on CUPE Group IV, Step 3)
Benefits		\$22,308
Travel		\$3,167
Total		\$99,835
Total represents 0.48% on member levies or \$0.24 per capita.		



Business Case: Systems Support Technician

Background/Overview

Vancouver Island Regional Library's (VIRL) Information Technology Department is seeking the approval to hire an additional Systems Support Technician to keep pace with the demanding requests for IT services throughout the enterprise.

The current IT support consists of 5 Systems Support Technicians located in the Nanaimo North branch. They are responsible for providing IT support to over 370 staff in 39 locations. Additionally, there are over 1,100 devices including computers, laptops, tablets, cell phones, desktop phones, printers, OPAC's, Selfchecks, TV's, and a data center (with off-site disaster recovery) equipped with servers, storage and network infrastructure. The ratio of devices to techs is approximately 220:1 making this distribution significantly higher than industry best practices. Realistic ratios are between 100-150:1 based on the environment.

In 2012, a study was conducted and in comparison to other comparable library systems, VIRL is staffed lower than all others. Greater Victoria Public Library has a staffing level of 5, with a device to technician ratio of 142:1. Fraser Valley Regional Library has a staffing level of 7, with a device to technician ratio of 160:1. Okanagan Regional Library has a staffing level of 4, with a device to technician ratio of 128:1. Of these library systems VIRL has the most physical locations, and covers the largest geographical area.

The IT staff support the roles of Service Desk, Desktop Support, Network Support, Systems Support Applications and Special Projects. With an average running total of over 250 outstanding service requests/incidents, it has become increasingly difficult to keep pace with the demands of the organization. As the day-to-day support of IT operations increases, less time is available for strategic project initiatives including computer refreshes and the introduction of new technology. The back-end systems (Servers, Storage, Network, and Enterprise Software Applications) also require daily maintenance and monitoring to ensure availability and performance.

Although the IT Department makes every effort possible to resolve problems remotely or by shipping equipment to remote branches, on-site visits are still required for more complex IT requests. There are over 30 major project initiatives that the IT Department would like to undertake providing sufficient resources are available.



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Business Case
Systems Support Technician

The IT Department has recently adjusted its hours of operation to provide greater service desk support that covers both administration hours & branch hours. The hours of operation for IT staffing will be 8am-8pm Monday to Friday and 9am-5pm Saturday & Sunday.

Of particular significance, these extended hours on the weekends enable the IT Department to perform system maintenance tasks off-hours as to not interfere with the operations of the staff at remote branches and also minimize overtime. Based on 76 hours per week that the IT Department will be staffed, the number of IT techs per hour equates to 2.3. There are fewer techs working on off hours however, unmanned shifts will occur due to absenteeism.

Proposal

The addition of a FTE Systems Support Technician will improve the level of customer service being provided to both staff and customers. The reliance on IT systems and support continues to increase and VIRL needs to keep pace in order to provide excellence in customer service.

Economic Impact

The cost for this initiative is based on a yearly salary (plus benefits) for a Systems Support Technician as per the CUPE agreement.

Description of Costs	One-Time	Ongoing
FTE Systems Support Technician (35 hrs/wk, salary)		\$54, 472
Benefits (40% of salary)		\$21, 788
Total		\$76,260
Total represents 0.35% on member levies or \$0.18 per capita.		



Business Case: Nanaimo Harbourfront Office Space

Background/Overview

Vancouver Island Regional Library (VIRL) owns approximately 1,500 square feet of commercial space beside the Nanaimo Harbourfront branch. During the renovations to Harbourfront, this space was used as a temporary branch location. CTV used to rent this space under a commercial lease, but the lease expired and was not renewed. VIRL is currently using the space as temporary staff workspace and for storage.

Proposal

Factoring in current staffing levels and the filling of vacant positions, by the end of 2016 VIRL will be near or at its capacity to house staff. With this in mind, converting the commercial space to office space will alleviate these concerns and allow staff to maximize their productivity.

The current plan is to have the Communications group in one area, by moving some staff from the Central Services area to the new space, and to assign some of the newly hired staff to this area as well. Within this move are staff involved in publishing our promotional and other materials, which due to the necessary printing equipment come with more space requirements than a typical employee.

Economic Impact

While it is difficult to estimate costs prior to having an architect or other professional prepare estimates, the cost below is based on our experience with past renovations. There are strategies that could be used to reduce the estimated costs even further if necessary.

Description of Costs	One-Time	Ongoing
Conversion of office space	\$60,000	
Total	\$60,000	
Total represents 0.29% on member levies or \$0.14 per capita.		

Because capital expenditures are amortized over their useful life, the impact to the financial statements would be \$6,000 per year for the next 10 years. If we were to rent similar space, current market rates show that we would pay approximately \$15 per square foot. This would add a minimum of \$22,500 to annual expenses for as long as the space was leased.



Business Case: Integrated Financial System Review

Background/Overview

Vancouver Island Regional Library (VIRL) operates within a \$21 million budget and employs approximately 200 full time equivalent employees in various locations across Vancouver Island, the Central Coast and Haida Gwaii. Ensuring the organization has a reliable, efficient, and useful system to track and report on financial information is key to the organization being successful as we go forward.

VIRL currently uses the following systems:

- ADP – HR and Payroll
 - ezLabour – Time management program, used by employees to enter their hours worked and leave;
 - Pay@Work – Used by Payroll to process bi-weekly payroll and pay employees; and
 - People@Work – Used by HR to make changes to employee files, and maintain records related to benefits.
- AccPac – Accounting and reporting
- Microsoft Office – To create reports

The current setup includes the following inefficiencies:

- ADP
 - Since we reside in Canada, we cannot purchase the full version of the ADP software. This is only available in the U.S. Thus, we are limited to a lighter version of the software than what we require. This creates problems when employees would have schedule changes and/or work part-time. The version that we have is not meant for an organization our size, and struggles to keep up with our requirements.
 - Another complication is the rules within the union agreements around banked time, overtime, and other premiums. The current version of ADP does not track these adjustments in a logical way, resulting in additional time spent by Payroll during each pay period, in order to ensure all employees are paid what they are entitled to.
 - The current setup also requires a significant amount of manual work, that could be automated by implementing a different system. Manual tracking includes:
 - Pensionable service;



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Business Case
Integrated Financial System Review

- Casual hours;
 - Increment increases; and
 - Creation of Records of Employment.
- AccPac
 - The current version of AccPac does not allow for easy generation of detailed reports. As a workaround, staff export data from AccPac into Excel, and manipulate the information into the required reports. While this process does produce the information we need, it is time consuming, inefficient, and increases the risk of errors.

Proposal

There are a variety of integrated systems available on the market. Each system has pros and cons, and vary in terms of cost. The first step in implementing an integrated system would be to hire a consultant to review our current setup and recommend a vendor.

A business case that captures the full cost of the system will be submitted for consideration in the 2018 budget process. To reduce the financial impact as much as possible, we will attempt to spread the cost across multiple fiscal years by staggering the implementation of individual modules.

VIRL would gain significant efficiencies by implementing a single system that integrates all areas of its operations, by eliminating various steps in reconciling these other systems. This single system would include modules that handle:

- Human Resources;
- Timecard Management;
- Payroll;
- Dispatch / Scheduling;
- Accounts Payable / Accounts Receivable; and
- Accounting and Reporting.

Depending on the system chosen, it could also address:

- Records Management;
- Workflow Management; and
- Capital Asset Tracking.

The future vision is that information would only need to be entered once, in order to reduce or eliminate duplication and therefore save staff hours and better serve our employees.



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Business Case
Integrated Financial System Review

In addition, our system would allow for customization of reporting, to ensure that management and employees have the information they need to make informed business decisions.

These improvements will ensure that we do not require increased administration staff hours in the future.

Economic Impact

Description of Costs	One-Time	Ongoing
Consultant Fee	\$25,000	
Total	\$25,000	
Total represents 0.12% on member levies or \$0.06 per capita.		



Investigation of an RFID/Security System for VIRL

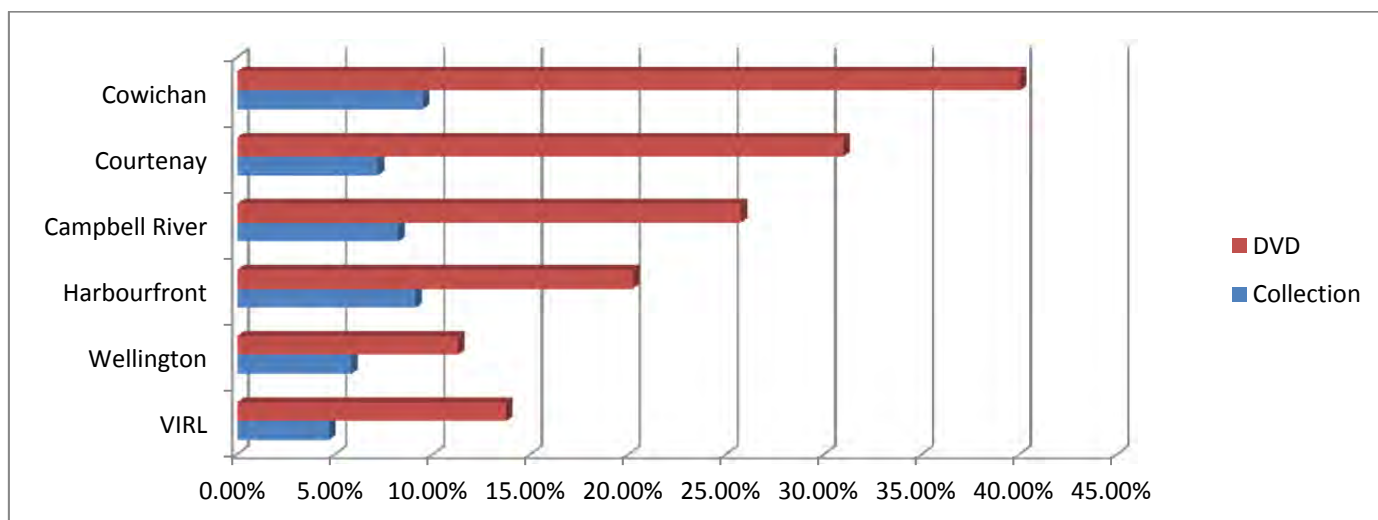
Business Case: Investigation of an RFID/Security System for VIRL

Background/Overview

As far back as 2009, Vancouver Island Regional Library (VIRL) has embraced the philosophies of continuous improvement. An ongoing effort to improve products, processes and services. The ultimate goal being to ensure the evolution of our business model thereby maximizing our resources both financial and human.

Staff & customers have expressed concern over the fact that VIRL does not deploy any sort of security or anti-theft system. It is very simple to permanently borrow an item by hiding it in a purse, a book bag or knapsack. Lost and missing items are tracked at a very rudimentary level by the ILS system. As of 2015, 4.68% of our overall collection is missing with 13.76% being DVDs. The chart below estimates the number of missing items in the 5 urban branches. Currently Cowichan/Courtenay/Campbell River/Harbourfront/Wellington account for 66% of all missing DVDs.

	Collection	Missing	% Missing	DVD	Missing	% Missing
VIRL	829,036	38,830	4.68%	102,086	14,044	13.76%
Cowichan	65,808	6,239	9.48%	8,513	3,408	40.03%
Courtenay	75,539	5,439	7.20%	7,855	2,435	31.00%
Campbell River	60,887	5,020	8.24%	8,937	2,301	25.75%
Harbourfront	41,846	3,821	9.13%	5,485	1,109	20.22%
Wellington	41,514	2,427	5.85%	5,962	672	11.27%





Investigation of an RFID/Security System for VIRL

Radio Frequency Identification (RFID) has been used for identifying, locating and tracking inventory since the eighties and has been used in libraries since 1999, with Windsor Public Library being the first Canadian library to implement an RFID system in 2000.

The installation of RFID/Security gates may give VIRL several potential benefits:

- better workflow & ergonomic improvements;
- improved customer service allowing staff to be in front of the desk; and
- stronger theft deterrent.

RFID/Security will enable staff to quickly process materials as multiple items can be charged in and out simultaneously. Currently, each item being charged in or out must be touched. In 2015, this process was repeated conservatively 10,000,000 times.

Proposal

Direct costs to implement an RFID/Security system are high if deployed system wide. To implement a security system only is short-sighted due to the evolution of technology and the fact that the industry estimates that the DVD format will be phased out with the advent of streaming databases (Hoopla). Staff wish to continue their investigation and develop a strategy that would:

- develop a phased approach to deploy a phased RFID/Security System for the 5 urban libraries and the associated cost;
- ensure all hardware replacement from this point on supports RFID/Security System and the associated costs;
- initiate tagging of all new material effective January 1, 2018 and the associated costs; and
- establish a retrospective tagging project for the collection.

Economic Impact

At this stage cost neutral.

Analysis of alternative approaches and/or deferment

A full and robust investigation must be made based on a staged deployment, urban branches only and a retrospective tagging project.



Supplemental Reports, Charts and Tables



Summary of the VIRL Funding Structure

Background

Although the cost of doing business has gradually increased, provincial funding has not changed significantly in the last 30 years. As a result, the continued provision of this vital service is only possible with the support of our 38 member municipalities and regional districts. As indicated in Schedule I, provincial funding has dwindled down from 21% of our funding in 1986 to a projection of just 4% for the upcoming 2017 fiscal year.

The costs of providing library services to our members are shared, as required under the Library Act of BC based on the following structure:

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

Assessments

The values used for assessments are determined by the *Library Act* and are defined in the *Community Charter* of BC, the same document governing the assessment base for regional districts. This assessment base uses fixed ratios to convert the value of each property class, based on their assessed values as determined by BC Assessment, into a common value for tax purposes.

The converted value to be used each year is provided to VIRL by the Ministry of Education based on the ratios attached as Appendix A.

Populations

The population numbers used to apportion the costs to our members is also provided to VIRL by the Ministry of Education. For allocation purposes, First Nation populations on Band land are excluded from the population as there is no uniform approach to taxation for these properties.

Impact of Funding Allocation Model on Members

As the member levy allocation is based on a combination of population and converted assessment, the impact on the average residential taxpayer may be different from community to community. Municipalities in general have more flexibility than regional districts in apportioning taxes to different property classes such as business and industry, and therefore the impact of, for example a 3% increase in member levies on the average residential taxpayer, may be lower or higher for each individual community.



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For this reason it is difficult for VIRL to express changes to member levies in terms of impact on the average home or taxpayer, as is commonly used to communicate the budget by municipalities and regional districts. Instead increases are communicated to the Board in terms of percentage increases to levy and cost per person.

Summary

While VIRL determines the total annual levy, the allocation to each municipality and regional district is legislated by the *Library Act* based on a 50/50 allocation between converted values and population. This method of allocation is different from those used by our member municipalities and regional districts, which makes communication of our budget sometimes difficult in terms of developing a uniform communication. Staff will work with our members in assisting in communicating our budget to their councils, boards and members of the public.



Appendix A: Provincial Class Property Class Multiples

Provincial property class multiples used to determine the converted values of property assessments for 50% of our cost-sharing formula are determined under British Columbia Regulations. The class ratios in the table below represent the relationship of tax rates for each property class in comparison to the Class 1 Residential tax rate.

Property Class	Multiple
1 Residential	1.00 : 1.00
2 Utilities	3.50 : 1.00
3 Supportive Housing	1.00 : 1.00
4 Major Industry	3.40 : 1.00
5 Light Industry	3.40 : 1.00
6 Business and Other	2.45 : 1.00
7 Managed Forest Land	3.00 : 1.00
8 Recreation/Non-Profit	1.00 : 1.00
9 Farm	1.00 : 1.00



Inflation Report

Background

Budget decisions are made based on economic realities. For several years municipalities and regional districts in British Columbia have been under increasing financial pressure, a result of provincial and federal downloading, and the need to replace aging infrastructure. The Vancouver Island Regional Library has experienced similar pressures from stagnation in provincial funding that is available and the need to meet our operational requirements and rejuvenate our facilities.

In order to assist the Board of Trustees in determining an appropriate level of funding for the 2017-2021 Proposed Financial Plan staff has provided some information below on the current inflationary pressures.

Consumer Price Index (CPI)

The provincial government publishes changes to the consumer price index regularly on their website. This index is based on the cost of a standard basket of goods and represents changes to the cost of living for the average household over time. Based on current published statistics the CPI for Canada in 2015 was 1.1%, and for British Columbia was 1.1%.

Traditionally 2% has been considered a healthy inflation target. Although current inflation may be slightly lower, oil prices and interest rates are expected to pick up again at some point. In the medium term 2% is still considered to be a reasonable inflation target.

Construction Cost Index (CCI)

Whereas CPI measures changes to the cost of living for households, the ENR Construction Cost Index is a better measure of inflation for maintenance, renovation and construction. Given the importance of the Consolidated Facilities Master Plan and the planned levy increases that are associated it is important to mention the impact of inflationary pressures on construction costs. Historically for many years construction inflation has been higher than consumer price inflation. As of June 2016, this trend appears to continue with the posted CCI rate being 3.0%.

Wage Inflation

As can be seen in the 2017-2021 Proposed Financial Plan wage increases represent a significant portion of inflationary pressure for our core budget. In VIRL's case, wage inflation is driven largely by our collective agreements with our employee unions. The Province does, however provide regular statistics on recent wage settlements. Recent data published by the Province indicates wage inflation in British Columbia is currently in the 1.9-2.1% range.



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Conclusion

In preparing the 2017 Proposed Budget and the 2017-2021 Proposed Financial Plan inflationary pressures have been taken into consideration. The proposed budget has been prepared based on the assumption that existing levels of service can be maintained and that assuming a 2% increase in core operating expenditures is reasonable based on inflationary projections.

Changes to Member Levies

	<u>2017 Levy</u>	<u>2016 Levy</u>	<u>Change</u>	<u>% Change to Total Levy</u>
Operating Levy	\$18,637,079	\$18,002,868	\$634,211	3.06%
Furniture, Fixtures, Equipment & Systems Levy	1,160,185	1,053,148	107,037	0.53%
Facilities Levy	1,450,231	1,316,435	133,796	0.66%
Total Member Levies	<u><u>\$21,247,495</u></u>	<u><u>\$20,372,451</u></u>	<u><u>\$875,044</u></u>	<u><u>4.25%</u></u>

5 Year History of Member Levies

	2017 2017 Levy	2016 2016 Levy	2015 2015 Levy	2014 2014 Levy	2013 2013 Levy
Operating Levy	\$18,637,079	\$18,002,868	\$17,552,468	\$17,106,352	\$16,353,947
Furniture, Fixtures, Equipment & Systems	1,160,185	1,053,148	933,918	698,672	494,566
Facilities Levy	1,450,231	1,316,435	1,167,398	873,340	618,249
Total	<u>\$21,247,495</u>	<u>\$20,372,451</u>	<u>\$19,653,784</u>	<u>\$18,678,364</u>	<u>\$17,466,762</u>
Increase in total Levy	\$875,044	\$718,667	\$975,420	\$1,211,602	\$980,158
Percentage Increase	4.25%	3.66%	5.22%	6.94%	5.95%

5 Year Financial Plan By Year

	2017	2018	2019	2020	2021
Revenues					
Member Levies	\$21,247,495	\$21,898,568	\$22,526,638	\$23,171,071	\$23,832,270
Grants	1,307,232	1,256,500	1,256,500	1,256,500	1,256,500
Overdues Fees	252,955	300,000	300,000	300,000	300,000
Investment Income	55,000	50,000	50,000	50,000	50,000
Other Branch Revenue	154,201	120,000	125,000	130,000	135,000
Transfers from Reserves	4,316,822	2,618,220	2,550,970	2,591,470	3,216,470
MFA Borrowing	8,250,000	1,850,000	-	-	-
Total Revenue	35,583,706	28,093,288	26,809,108	27,499,041	28,790,240
Expenditures					
Operating Expenditures	18,311,432	18,677,661	19,051,214	19,432,239	19,820,883
Library Materials	2,566,137	2,617,460	2,669,809	2,723,205	2,777,669
Capital	10,953,821	2,747,753	769,631	747,947	1,184,937
Debt Servicing	988,399	1,008,167	1,028,331	1,048,897	1,194,355
Transfers To Reserves	2,763,916	3,042,247	3,290,120	3,546,753	3,812,396
Total Expenditures	\$35,583,706	\$28,093,288	\$26,809,108	\$27,499,041	\$28,790,240

Variance Analysis
Comparison of 2017 Budget to 2015 Actual and 2016 Budget

	2017 Budget					Increase (Decrease)	% Change
	2015 Actual	2016 Budget (Adopted)	Operating	Capital	Combined		
REVENUES							
Member Levies	\$19,653,792	\$20,372,451	\$18,577,079	\$2,670,416	\$21,247,495	\$875,044	4.30%
Grants Received	1,307,232	1,256,424	1,307,232		1,307,232	50,808	4.04%
Investment & Rental Income	54,648	60,000	55,000		55,000	(5,000)	-8.33%
Book Bag Sales	1,598	-	-		-	-	
Overdues Fees	272,110	268,935	252,955		252,955	(15,980)	-5.94%
Internet Cost Recoveries	34,539	33,830	34,539		34,539	709	2.10%
Lost Books/Cards	33,292	32,095	33,292		33,292	1,197	3.73%
Misc. and Non-Resident Fees	19,796	2,385	19,796		19,796	17,411	730.02%
Photocopiers	17,989	14,245	17,989		17,989	3,744	26.28%
Book and Promotional Item Sales	31,233	32,435	31,233		31,233	(1,202)	-3.71%
Fundraising/Donations	17,352	-	17,352		17,352	17,352	
Transfers from Reserves	1,563,571	3,489,245	231,102	4,085,720	4,316,822	827,577	23.72%
MFA Borrowing	-	7,500,000		8,250,000	8,250,000	750,000	N/A
TOTAL REVENUES	23,007,152	33,062,045	20,577,569	15,006,136	35,583,706	2,521,660	7.63%
EXPENDITURES							
Automotive, Travel and Vehicle Operations	191,139	227,970	249,163		249,163	21,193	9.30%
Bank and Payroll Production Charges	78,407	77,644	79,171		79,171	1,527	1.97%
Board Expenses	94,963	102,500	102,000		102,000	(500)	-0.49%
Branch and Facility Costs	2,575,725	2,708,283	2,822,647		2,822,647	114,364	4.22%
Building and Equipment Maintenance	154,308	216,390	201,776		201,776	(14,614)	-6.75%
Communications and Internet	291,115	237,261	333,892		333,892	96,631	40.73%
Computer Networking Costs	460,336	681,000	255,900	300,000	555,900	(125,100)	-18.37%
Consulting and Professional	380,559	200,690	195,711		195,711	(4,979)	-2.48%
Insurance	136,278	148,400	141,780		141,780	(6,620)	-4.46%
Library Materials	2,412,568	2,513,525	2,566,137		2,566,137	52,612	2.09%
Office, Photocopier and Postage	308,313	358,051	374,125		374,125	16,074	4.49%
Promotion and Advertising	71,728	65,006	61,156		61,156	(3,850)	-5.92%
Training and Workshops	28,082	63,150	74,580		74,580	11,430	18.10%
Wages and Benefits	11,981,860	12,559,956	13,119,531		13,119,531	559,575	4.46%
Capital	1,380,059	9,405,000		10,953,821	10,953,821	1,548,821	16.47%
Debt Servicing	941,782	969,019		988,399	988,399	19,380	2.00%
Transfers to Reserves	1,799,632	2,528,200		2,763,916	2,763,916	235,716	9.32%
TOTAL EXPENDITURES	23,286,854	33,062,045	20,577,569	15,006,136	35,583,706	2,521,661	7.63%
NET OPERATIONS	\$ (279,702)	\$ -	\$ 0	\$ (0)	\$ (0)	\$ (0)	

Summary of Planned Facilities Projects

Large/Urban Branches								
Branch	2017	2018	2019	2020	2021	2022 and Beyond	Funding Source	Project Description & Nature
	Renovations and/or Refurbishments							
Nanaimo Wellington	375,000						FFE Levy	Furnishing
Sidney/North Saanich	1,500,000						Debt/Fac. Levy	Renovation/expansion
Cowichan		630,000					FFE Levy	Renovation/furnishing
Ladysmith			375,000				Debt/Fac. Levy	Renovation/furnishing
South Cowichan			70,000				FFE Levy	Furnishing
Port Alberni				150,000			FFE Levy	Furnishing
Courtenay					630,000		FFE Levy	Renovation/furnishing
Comox					100,000		FFE Levy	Furnishing
Parksville					125,000		FFE Levy	Furniture on lease renewal
Qualicum Beach					135,000		FFE Levy	Furnishing
Nanaimo Harbourfront						500,000	FFE Levy	Furnishing
Nanaimo North						350,000	FFE Levy	Furnishing
Total Renovations	1,875,000	630,000	445,000	150,000	990,000	850,000		
New or Expanded Branches								
Sooke	6,000,000						Debt/Fac. Levy	New & Expanded Branch
Sidney/North Saanich		3,000,000					Debt/Fac. Levy	New & Expanded Branch
Campbell River						5,000,000	Debt/Fac. Levy	New & Expanded Branch
Total New/ Expanded	6,000,000	3,000,000	-	0	0	5,000,000		
Total Large/Urban	7,875,000	3,630,000	445,000	150,000	990,000	5,850,000		

Summary of Planned Facilities Projects

Small/Rural Branches								
Branch	2017	2018	2019	2020	2021	2022 and Beyond	Funding Source	Project Description & Nature
	Renovations and/or Refurbishments							
Woss	300,000						Facilities Levy	Renovation/Replacement
Tahsis	300,000						Facilities Levy	Renovation/Replacement
Masset		1,500,000					Debt/Fac. Levy	Renovation/Replacement
Queen Charlotte		350,000					Debt/Fac. Levy	Renovation/Replacement
Union Bay			200,000				Facilities Levy	Renovation/Replacement
Port Alice			18,000				FFE Levy	Furnishing
Sandspit			12,000				FFE Levy	Furnishing
Sointula				200,000			Facilities Levy	Renovation/Replacement
Sayward				20,000			FFE Levy	Furnishing
Gold River				31,000			FFE Levy	Furnishing
Port McNeill				31,000			FFE Levy	Furnishing
Tofino					20,000		FFE Levy	Furnishing
Bowser					27,000		FFE Levy	Furnishing
Port Clements					20,000		FFE Levy	Furnishing
Ucluelet						26,000	FFE Levy	Furnishing
Quadra Island						65,000	FFE Levy	Furnishing
Gabriola Island						63,000	FFE Levy	Furnishing
Bella Coola						35,000	FFE Levy	Furnishing
Cumberland						62,000	FFE Levy	Furnishing
Cortes Island						28,000	FFE Levy	Furnishing
Port Renfrew						14,000	FFE Levy	Furnishing
Cowichan Lake						68,000	FFE Levy	Furnishing
New or Expanded Branches								
Chemainus	2,250,000						Debt/Fac. Levy	New & Expanded Branch
Total Small/Rural	2,850,000	1,850,000	230,000	282,000	67,000	361,000		

5 Year Financial Plan - Capital Reserve Fund Appropriations & Expenditures

Reserve for Outfitting New and Expanded Branches	2017	2018	2019	2020	2021
Opening Balance	\$3,089,928	\$1,921,439	\$1,825,079	\$2,275,176	\$2,735,846
Transfers to Reserves					
From Operations	112,000	112,000	112,000	112,000	112,000
From Facilities Levy	1,450,231	1,604,860	1,742,567	1,885,141	2,032,720
Total Transfers To Reserves	1,562,231	1,716,860	1,854,567	1,997,141	2,144,720
Transfers from Reserves					
Existing Commitments					
Debt Servicing - New/Expanded Facilities	449,470	449,470	449,470	449,470	449,470
New Commitments					
Scheduled Capital Projects	1,875,000	630,000	100,000	232,000	1,057,000
Debt Servicing					
- Sooke (\$6 M)	150,000	300,000	300,000	300,000	300,000
- Chemainus (\$2.25 M)	56,250	112,500	112,500	112,500	112,500
- North Saanich (\$3.0 M)	-	75,000	150,000	150,000	150,000
- Masset / Queen Charlotte (\$1.85 M)	-	46,250	92,500	92,500	92,500
Future Project Planning	100,000	100,000	100,000	100,000	100,000
Unscheduled Capital As Required	100,000	100,000	100,000	100,000	100,000
Total Transfers From Reserves	2,730,720	1,813,220	1,404,470	1,536,470	2,361,470
Ending Balance	\$1,921,439	\$1,825,079	\$2,275,176	\$2,735,846	\$2,519,096

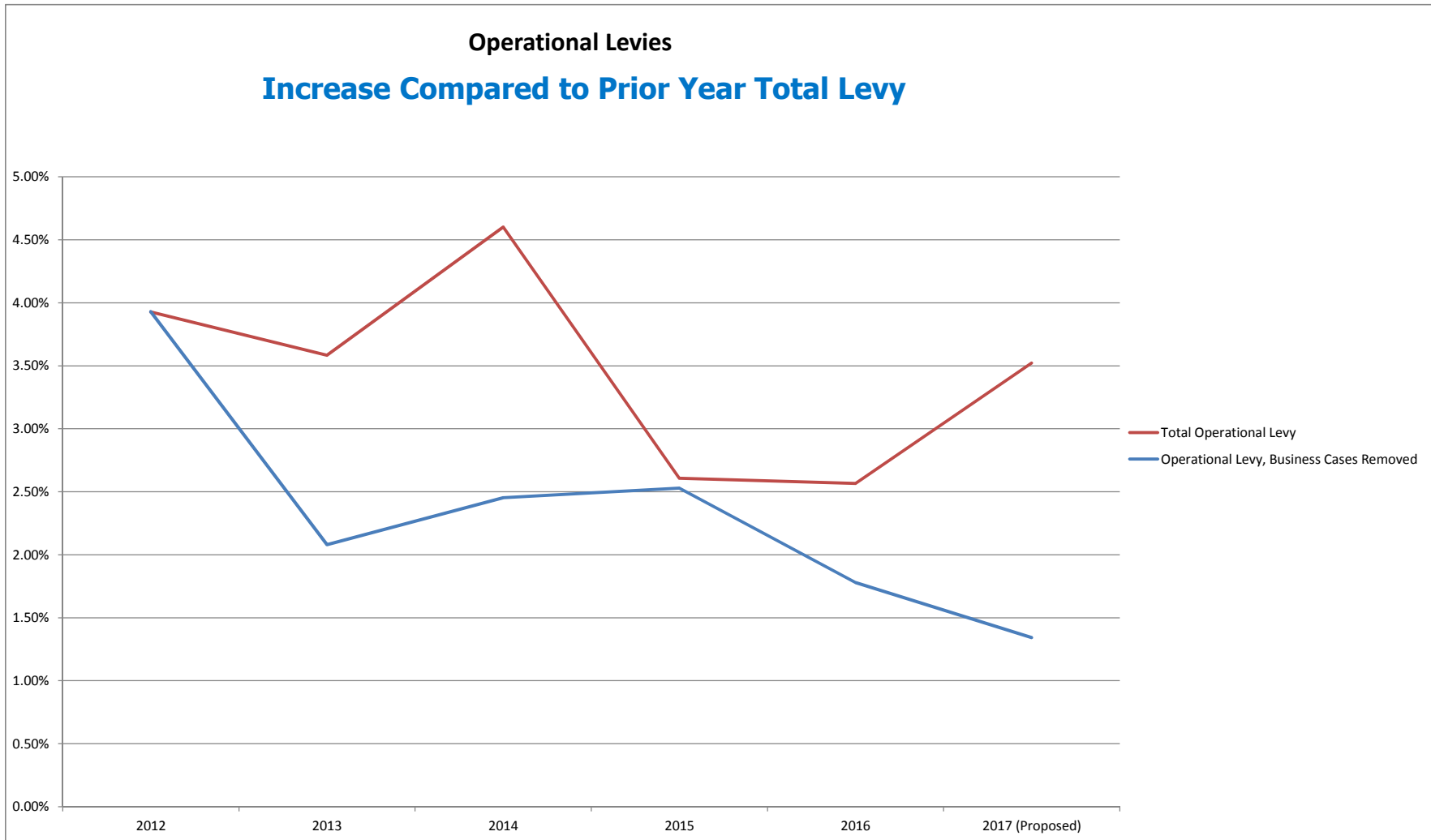
Reserve for Long Term Maintenance	2017	2018	2019	2020	2021
Opening Balance	\$635,034	\$515,219	\$994,107	\$1,333,160	\$1,786,273
Transfers to Reserves					
From FFE Levy	685,185	683,888	744,054	858,112	976,176
	685,185	683,888	744,054	858,112	976,176
Transfers from Reserves					
Current Year Capital Projects	600,000	0	200,000	200,000	0
Signage	35,000	35,000	35,000	35,000	35,000
Childrens' Furniture & Equipment	50,000	50,000	50,000	50,000	50,000
HVAC Installation/Replacement Small/Rural	20,000	20,000	20,000	20,000	20,000
Unscheduled Capital As Required	100,000	100,000	100,000	100,000	100,000
	805,000	205,000	405,000	405,000	205,000
Ending Balance	\$515,219	\$994,107	\$1,333,160	\$1,786,273	\$2,557,449

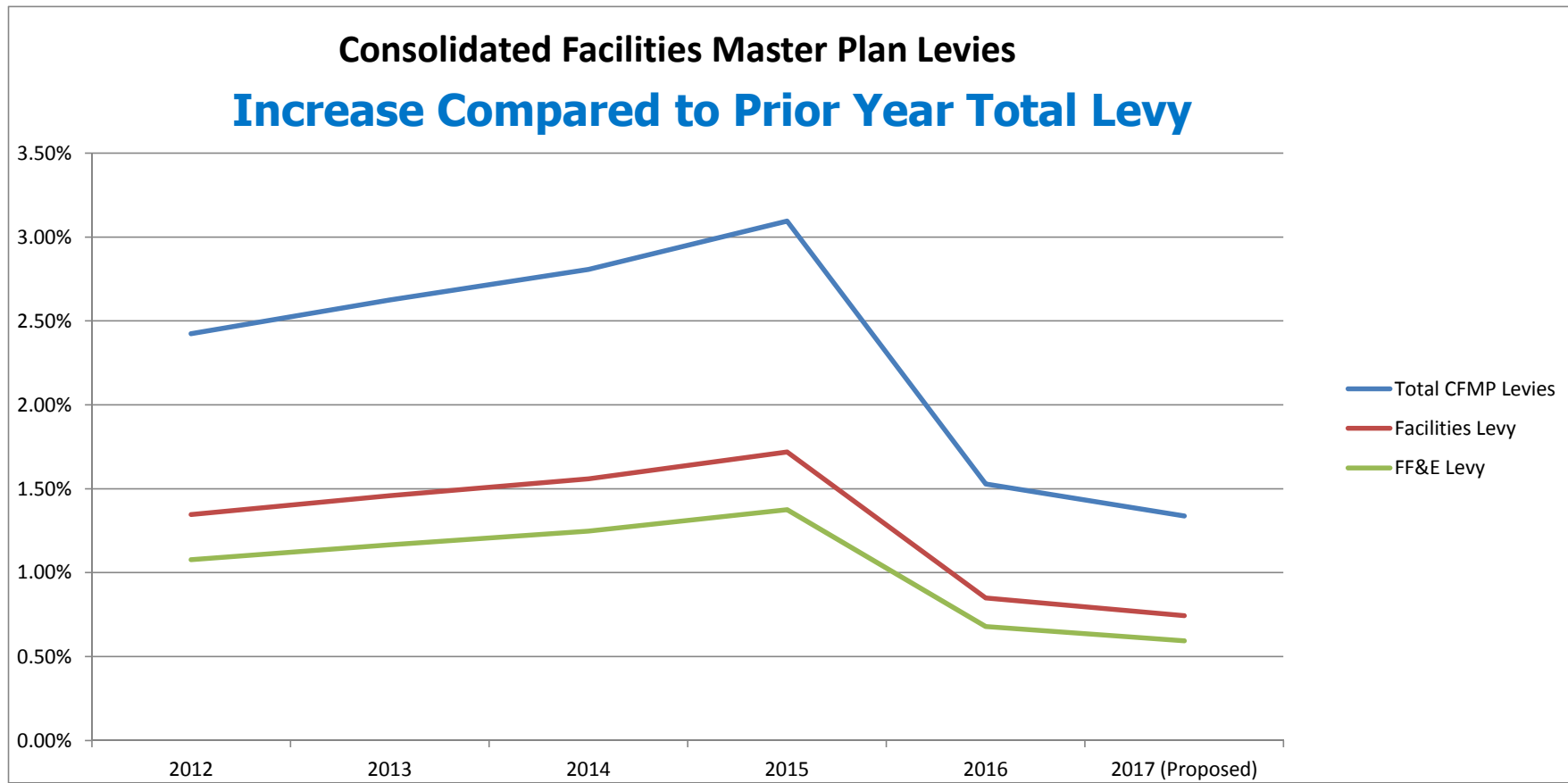
5 Year Financial Plan - Capital Reserve Fund Appropriations & Expenditures

Reserve for Systems & Network Replacement	2017	2018	2019	2020	2021
Opening Balance	\$115,073	\$51,573	\$63,073	\$74,573	\$86,073
Transfers to Reserves					
From Operations	11,500	11,500	11,500	11,500	11,500
From FFE Levy	225,000	300,000	300,000	300,000	300,000
	<u>236,500</u>	<u>311,500</u>	<u>311,500</u>	<u>311,500</u>	<u>311,500</u>
Transfers from Reserves					
Equipment Replacement	300,000	300,000	300,000	300,000	300,000
	<u>300,000</u>	<u>300,000</u>	<u>300,000</u>	<u>300,000</u>	<u>300,000</u>
Ending Balance	\$51,573	\$63,073	\$74,573	\$86,073	\$97,573

Reserve for Furniture & Equipment Replacement	2017	2018	2019	2020	2021
Opening Balance	\$75,558	\$75,558	\$75,558	\$75,558	\$75,558
Transfers to Reserves					
From FFE Levy	250,000	300,000	350,000	350,000	350,000
	<u>250,000</u>	<u>300,000</u>	<u>350,000</u>	<u>350,000</u>	<u>350,000</u>
Transfers from Reserves					
Furniture Replacement	250,000	300,000	350,000	350,000	350,000
	<u>250,000</u>	<u>300,000</u>	<u>350,000</u>	<u>350,000</u>	<u>350,000</u>
Ending Balance	\$75,558	\$75,558	\$75,558	\$75,558	\$75,558

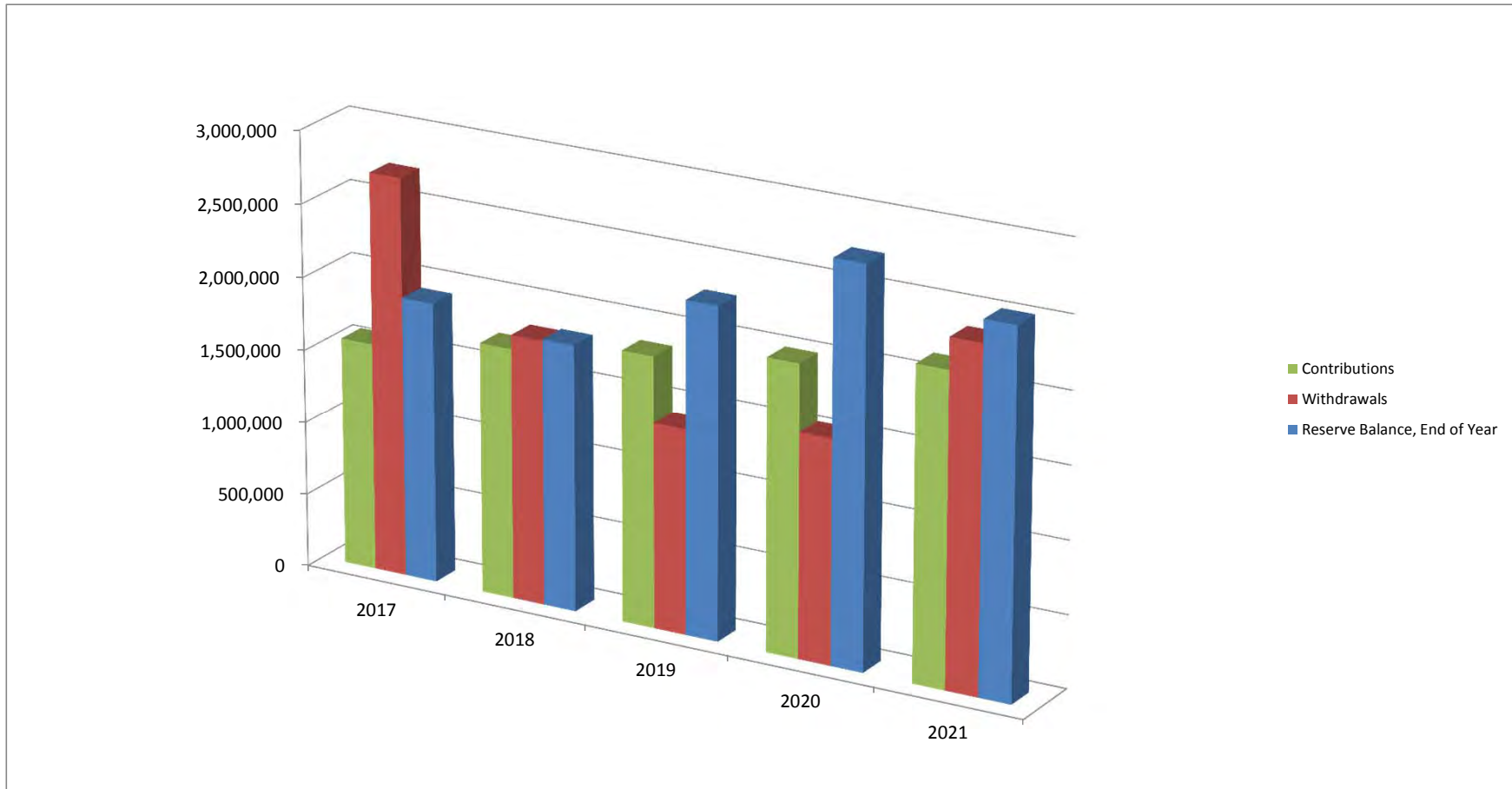
Reserve for Vehicle Replacement	2017	2018	2019	2020	2021
Opening Balance	\$26,928	\$56,928	\$86,928	\$25,428	\$55,428
Transfers to Reserves					
From Operations	30,000	30,000	30,000	30,000	30,000
	<u>30,000</u>	<u>30,000</u>	<u>30,000</u>	<u>30,000</u>	<u>30,000</u>
Transfers from Reserves					
Vehicle Replacement	-	-	91,500	-	-
	<u>-</u>	<u>-</u>	<u>91,500</u>	<u>-</u>	<u>-</u>
Ending Balance	\$56,928	\$86,928	\$25,428	\$55,428	\$85,428





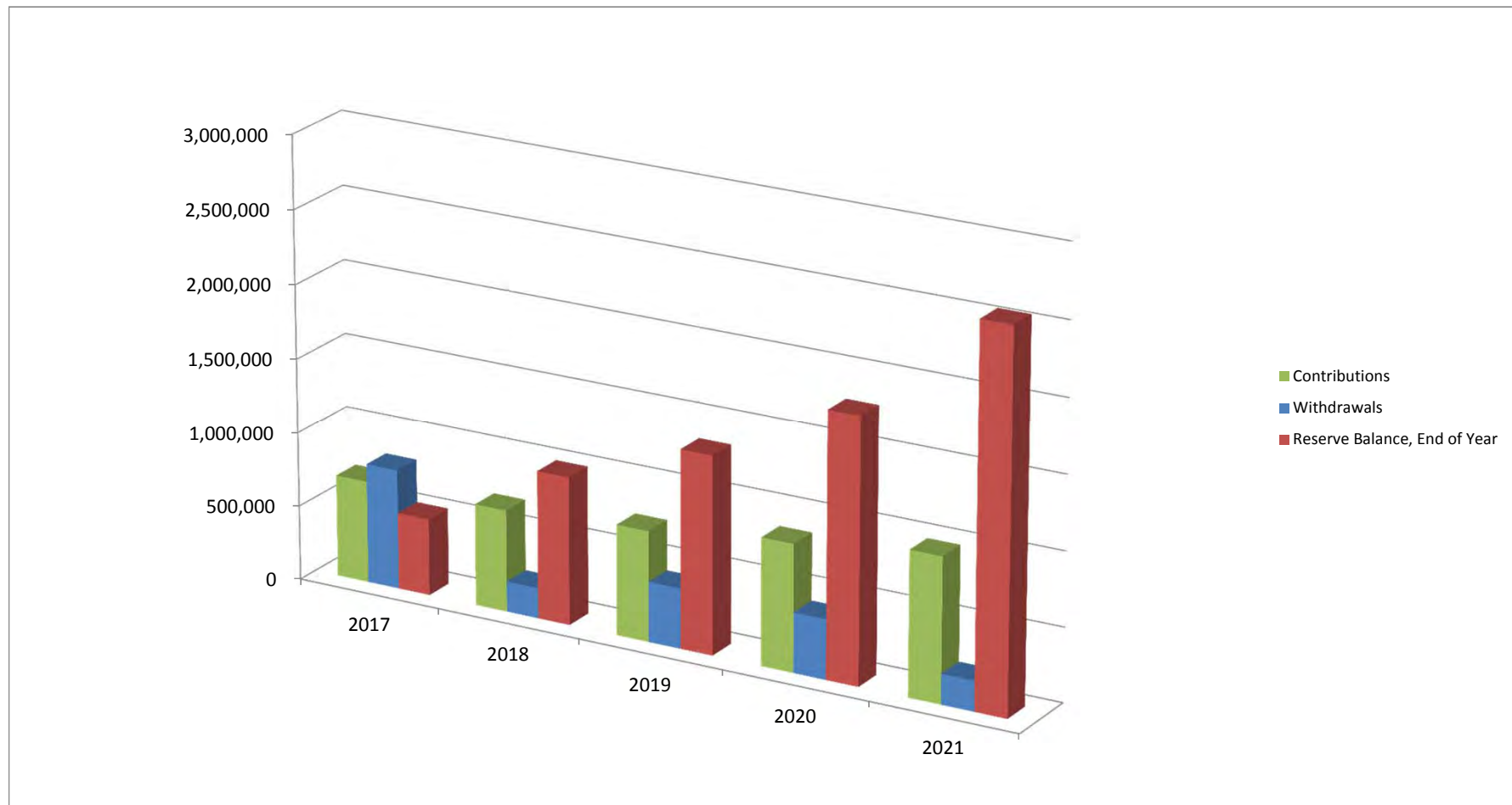
New & Expanded Branch Reserve - Budgeted Contributions, Withdrawals & Year End Balances

	2017	2018	2019	2020	2021
Contributions	1,562,231	1,716,860	1,854,567	1,997,141	2,144,720
Reserve Balance, End of Year	1,921,439	1,825,079	2,275,176	2,735,846	2,519,096
Withdrawals	2,730,720	1,813,220	1,404,470	1,536,470	2,361,470



Long Term Maintenance - Budgeted Contributions, Withdrawals & Year End Balances

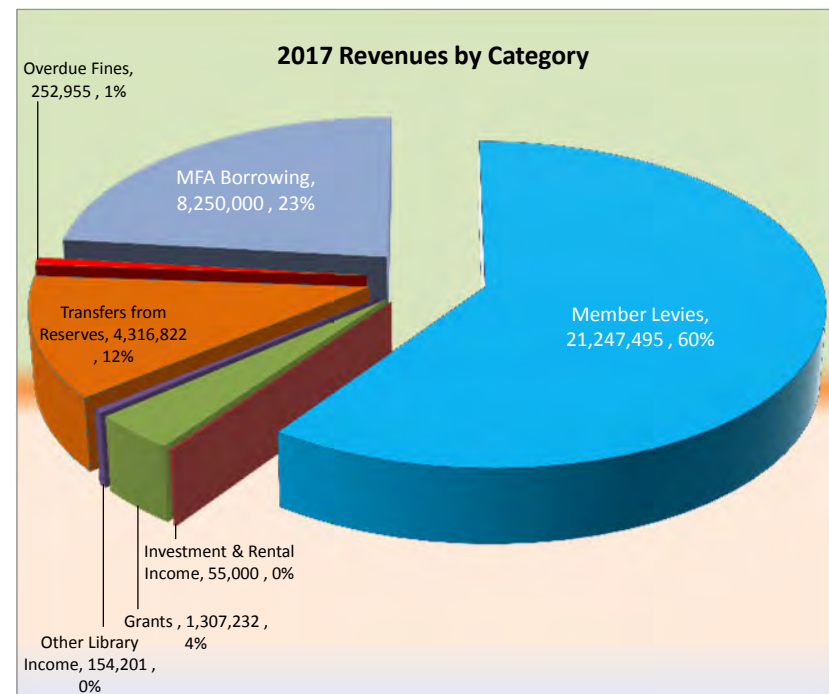
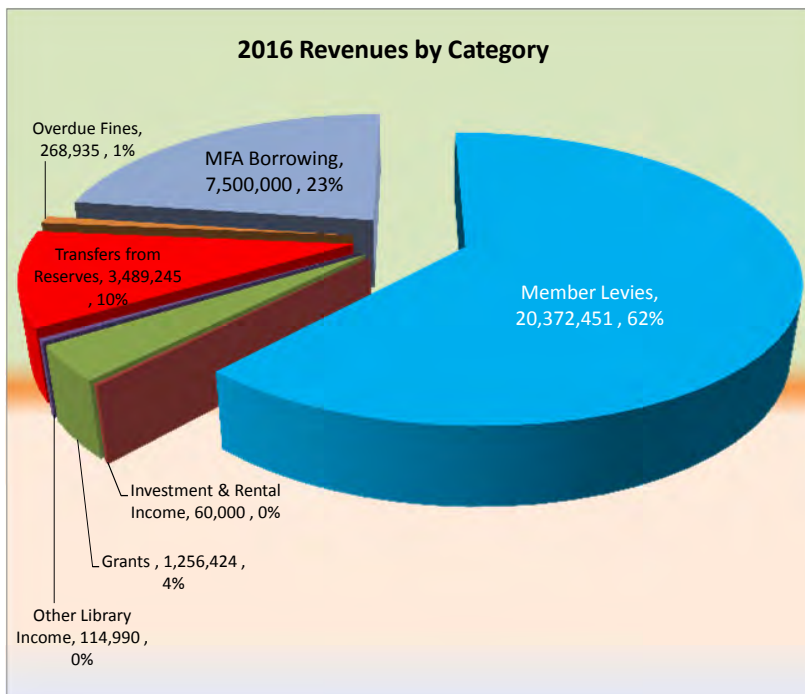
	2017	2018	2019	2020	2021
Reserve Balance, End of Year	515,219	994,107	1,333,160	1,786,273	2,557,449
Contributions	685,185	683,888	744,054	858,112	976,176
Withdrawals	805,000	205,000	405,000	405,000	205,000



Revenue By Major Category

	2016	
	Amount	% of Total
Member Levies	20,372,451	61.62%
Investment & Rental Income	60,000	0.18%
Grants	1,256,424	3.80%
Other Library Income	114,990	0.35%
Transfers from Reserves	3,489,245	10.55%
Overdue Fines	268,935	0.81%
MFA Borrowing	7,500,000	22.68%
	<u>33,062,045</u>	

	2017	
	Amount	% of Total
Member Levies	21,247,495	59.71%
Investment & Rental Income	55,000	0.15%
Grants	1,307,232	3.67%
Other Library Income	154,201	0.43%
Transfers from Reserves	4,316,822	12.13%
Overdue Fines	252,955	0.71%
MFA Borrowing	8,250,000	23.18%
	<u>35,583,706</u>	

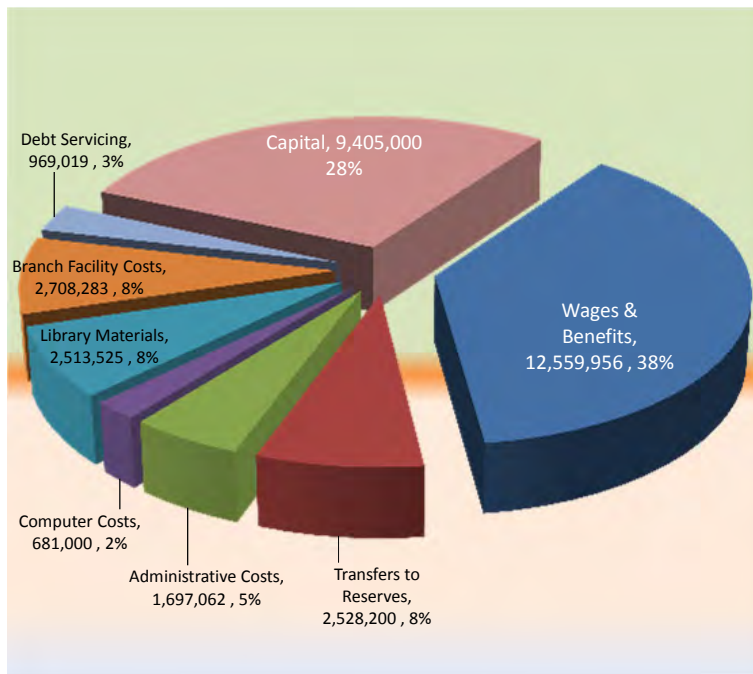


Expenditures By Major Category

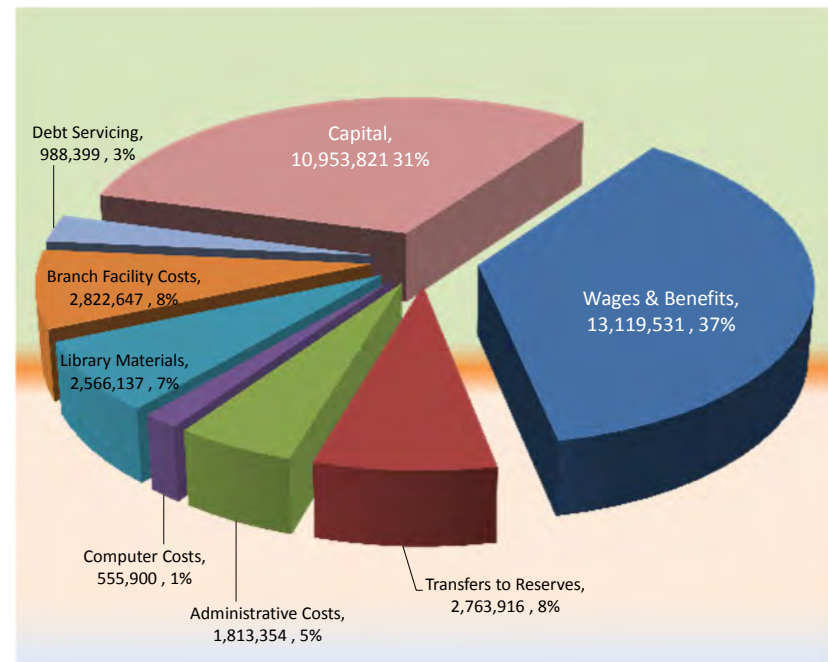
	2016	
	Amount	% of Total
Wages & Benefits	12,559,956	37.99%
Transfers to Reserves	2,528,200	7.65%
Administrative Costs	1,697,062	5.13%
Computer Costs	681,000	2.06%
Library Materials	2,513,525	7.60%
Branch Facility Costs	2,708,283	8.19%
Debt Servicing	969,019	2.93%
Capital	9,405,000	28.45%
	<u>33,062,045</u>	

	2017	
	Amount	% of Total
Wages & Benefits	13,119,531	36.87%
Transfers to Reserves	2,763,916	7.77%
Administrative Costs	1,813,354	5.10%
Computer Costs	555,900	1.56%
Library Materials	2,566,137	7.21%
Branch Facility Costs	2,822,647	7.93%
Debt Servicing	988,399	2.78%
Capital	10,953,821	30.78%
	<u>35,583,706</u>	

2016 Expenditures by Category



2017 Expenditures by Category



2017-2021 Financial Plan
Financial Sustainability: Always a Priority
Schedule K

Population Portion of Levy

Municipalities	Total 2016 Population Portion of Levy	2017 Population	Less Band Population	2017 Net Population	Population Increase (Decrease) From Previous Year		Population % Change From Previous Year	2017 Population Portion of Core Levy	Maintenance, Fixtures & F&E Levy - 7th year	Facilities Levy - 7th year	Total 2017 Population Portion of Total Levy	Change in Total Population Levy From Previous Year	% Change in Total Population Levy From Previous Year
					Population Increase (Decrease) From Previous Year	Population % Change From Previous Year							
Campbell River	780,818	34,269	(670)	33,599	1,549	4.83%	744,792	46,364	57,955	849,112	68,295	8.75%	
Comox	337,713	13,986		13,986	124	0.89%	310,029	19,300	24,125	353,454	15,741	4.66%	
Courtenay	604,336	25,244		25,244	438	1.77%	559,586	34,835	43,544	637,965	33,629	5.56%	
Cumberland	85,415	3,506		3,506	0	0.00%	77,718	4,838	6,048	88,603	3,189	3.73%	
Duncan	116,209	4,663		4,663	(107)	-2.24%	103,365	6,435	8,043	117,843	1,634	1.41%	
Gold River	30,721	1,242		1,242	(19)	-1.51%	27,532	1,714	2,142	31,388	667	2.17%	
Ladysmith	201,551	8,177		8,177	(96)	-1.16%	181,260	11,284	14,105	206,649	5,098	2.53%	
Lake Cowichan	75,816	3,114		3,114	2	0.06%	69,028	4,297	5,371	78,697	2,881	3.80%	
Lantzville	85,171	3,389		3,389	(107)	-3.06%	75,124	4,677	5,846	85,647	475	0.56%	
Masset	21,683	876		876	(14)	-1.57%	19,418	1,209	1,511	22,138	456	2.10%	
Nanaimo	2,165,070	90,524		90,524	1,655	1.86%	2,006,655	124,917	156,146	2,287,718	122,648	5.66%	
North Cowichan	725,028	29,999		29,999	239	0.80%	664,991	41,397	51,746	758,133	33,106	4.57%	
North Saanich	266,550	10,994		10,994	53	0.48%	243,705	15,171	18,964	277,840	11,290	4.24%	
Parksville	297,880	12,598		12,598	371	3.03%	279,261	17,384	21,731	318,376	20,496	6.88%	
Port Alberni	406,439	16,149		16,149	(534)	-3.20%	357,977	22,285	27,856	408,117	1,677	0.41%	
Port Alice	19,466	784		784	(15)	-1.88%	17,379	1,082	1,352	19,813	348	1.79%	
Port Clements	9,038	365		365	(6)	-1.62%	8,091	504	630	9,224	186	2.06%	
Port Hardy	96,914	3,943		3,943	(35)	-0.88%	87,405	5,441	6,801	99,647	2,733	2.82%	
Port McNeill	61,345	2,476		2,476	(42)	-1.67%	54,886	3,417	4,271	62,573	1,229	2.00%	
Qualicum Beach	207,081	8,940		8,940	440	5.18%	198,174	12,337	15,421	225,931	18,850	9.10%	
Queen Charlotte	22,925	943		943	2	0.21%	20,904	1,301	1,627	23,831	906	3.95%	
Sayward	7,479	307		307	0	0.00%	6,805	424	530	7,758	279	3.73%	
Sidney	271,715	11,065		11,065	(88)	-0.79%	245,279	15,269	19,086	279,634	7,919	2.91%	
Sooke	298,611	12,181		12,181	(76)	-0.62%	270,017	16,809	21,011	307,838	9,227	3.09%	
Tahsis	7,479	303		303	(4)	-1.30%	6,717	418	523	7,657	178	2.38%	
Tofino	51,624	2,053		2,053	(66)	-3.11%	45,509	2,833	3,541	51,883	259	0.50%	
Ucluelet	39,516	1,515		1,515	(107)	-6.60%	33,583	2,091	2,613	38,287	(1,229)	-3.11%	
Zeballos	2,680	101		101	(9)	-8.18%	2,239	139	174	2,552	(127)	-4.75%	
TOTALS	7,296,273	303,706	(670)	303,036	3,548	1.18%	6,717,430	418,170	522,712	7,658,311	362,038	4.96%	
Regional Districts													
Alberni-Clayoquot	199,358	10,389	(2,232)	8,157	(26)	-0.32%	180,817	11,256	14,070	206,143	6,785	3.40%	
Capital	109,071	5,152	(639)	4,513	36	0.80%	100,040	6,228	7,785	114,052	4,981	4.57%	
Central Coast	29,966	3,197	(2,010)	1,187	(43)	-3.50%	26,312	1,638	2,047	29,998	32	0.11%	
Comox Valley	541,188	21,897	(251)	21,646	(568)	-2.56%	479,829	29,870	37,338	547,037	5,848	1.08%	
Cowichan Valley	785,642	36,834	(4,244)	32,590	342	1.06%	722,426	44,972	56,215	823,613	37,971	4.83%	
Mount Waddington	51,941	3,207	(1,653)	1,554	(578)	-27.11%	34,448	2,144	2,681	39,273	(12,668)	-24.39%	
Nanaimo	937,396	39,121	(949)	38,172	(305)	-0.79%	846,163	52,675	65,844	964,681	27,285	2.91%	
Powell River	10,817	413		413	(31)	-6.98%	9,155	570	712	10,437	(380)	-3.51%	
Skeena-Queen Charlotte	19,782	2,125	(1,323)	802	(10)	-1.23%	17,778	1,107	1,383	20,268	486	2.46%	
Strathcona	204,791	9,226	(919)	8,307	(99)	-1.18%	184,142	11,463	14,329	209,934	5,143	2.51%	
TOTALS	2,889,952	131,561	(14,220)	117,341	(1,282)	-1.08%	2,601,110	161,923	202,404	2,965,436	75,485	2.61%	

2017-2021 Financial Plan
Financial Sustainability: Always a Priority
Schedule L

Assessment Portion of Levy

Municipalities	Total 2016 Assessment Portion of Levy	2016 Converted Hospital Assessment	2017 Converted Hospital Assessment	Assessment Increase (Decrease) From Previous Year	% Change From Previous Year	2017 Assessment Portion of Core Levy	Maintenance, Fixtures & F&E Levy - 7th year	Facilities Levy - 7th year	Total 2017 Assessment Portion of Levy	Change in Total Assessment Levy From Previous year	% Change in Total Assessment Levy From Previous Year
Campbell River	604,898	506,643,366	521,922,337	15,278,971	3.02%	548,114	34,121	42,651	624,886	19,988	3.30%
Comox	263,665	220,837,193	224,880,487	4,043,294	1.83%	236,166	14,702	18,377	269,244	5,580	2.12%
Courtenay	581,093	486,704,981	494,832,822	8,127,841	1.67%	519,665	32,350	40,437	592,452	11,359	1.95%
Cumberland	63,836	53,466,704	57,796,967	4,330,263	8.10%	60,697	3,778	4,723	69,199	5,363	8.40%
Duncan	96,573	80,886,878	82,963,661	2,076,783	2.57%	87,127	5,424	6,780	99,330	2,757	2.85%
Gold River	13,954	11,687,721	12,134,946	447,225	3.83%	12,744	793	992	14,529	575	4.12%
Ladysmith	151,684	127,045,392	132,347,598	5,302,206	4.17%	138,989	8,652	10,815	158,457	6,773	4.47%
Lake Cowichan	48,036	40,233,052	40,996,988	763,936	1.90%	43,054	2,680	3,350	49,085	1,049	2.18%
Lantzville	85,938	71,978,612	77,220,328	5,241,716	7.28%	81,095	5,048	6,310	92,454	6,517	7.58%
Masset	10,274	8,605,343	8,475,464	(129,879)	-1.51%	8,901	554	693	10,147	(127)	-1.23%
Nanaimo	1,947,275	1,630,976,100	1,709,934,044	78,957,944	4.84%	1,795,743	111,788	139,734	2,047,265	99,990	5.13%
North Cowichan	622,265	521,189,274	534,679,841	13,490,567	2.59%	561,511	34,955	43,694	640,160	17,895	2.88%
North Saanich	461,214	386,298,445	416,465,358	30,166,913	7.81%	437,365	27,227	34,033	498,624	37,410	8.11%
Parksville	307,650	257,678,032	271,443,890	13,765,858	5.34%	285,066	17,746	22,182	324,994	17,343	5.64%
Port Alberni	266,893	223,541,260	223,068,687	(472,573)	-0.21%	234,263	14,583	18,229	267,075	182	0.07%
Port Alice	19,865	16,637,940	16,199,622	(438,318)	-2.63%	17,013	1,059	1,324	19,395	(469)	-2.36%
Port Clements	3,703	3,101,114	3,261,141	160,027	5.16%	3,425	213	266	3,904	202	5.45%
Port Hardy	49,232	41,235,294	40,802,565	(432,729)	-1.05%	42,850	2,667	3,334	48,852	(380)	-0.77%
Port McNeill	34,779	29,129,924	29,374,361	244,437	0.84%	30,848	1,920	2,400	35,169	390	1.12%
Qualicum Beach	245,498	205,621,313	214,843,666	9,222,353	4.49%	225,625	14,045	17,557	257,227	11,729	4.78%
Queen Charlotte	12,250	10,260,247	10,383,752	123,505	1.20%	10,905	679	849	12,432	182	1.49%
Sayward	3,669	3,073,101	3,108,135	35,034	1.14%	3,264	203	254	3,721	52	1.42%
Sidney	406,007	340,058,357	353,898,542	13,840,185	4.07%	371,658	23,136	28,920	423,715	17,708	4.36%
Sooke	263,615	220,795,438	228,344,465	7,549,027	3.42%	239,803	14,928	18,660	273,392	9,777	3.71%
Tahsis	4,784	4,007,090	3,581,598	(425,492)	-10.62%	3,761	234	293	4,288	(496)	-10.37%
Tofino	110,036	92,162,308	97,450,140	5,287,832	5.74%	102,340	6,371	7,964	116,675	6,639	6.03%
Ucluelet	59,968	50,227,507	51,319,701	1,092,194	2.17%	53,895	3,355	4,194	61,444	1,476	2.46%
Zeballos	1,721	1,441,501	1,458,268	16,767	1.16%	1,531	95	119	1,746	25	1.45%
TOTALS	6,740,372	5,645,523,487	5,863,189,374	217,665,887	3.86%	6,157,419	383,308	479,135	7,019,862	279,490	4.15%
Regional Districts											
Alberni-Clayoquot	247,731	207,492,030	213,718,552	6,226,522	3.00%	224,443	13,972	17,465	255,880	8,149	3.29%
Capital	158,468	132,727,573	139,989,660	7,262,087	5.47%	147,015	9,152	11,440	167,606	9,139	5.77%
Central Coast	21,289	17,830,819	22,082,508	4,251,689	23.84%	23,191	1,444	1,805	26,439	5,150	24.19%
Comox Valley	611,447	512,128,945	530,391,338	18,262,393	3.57%	557,008	34,675	43,343	635,025	23,578	3.86%
Cowichan Valley	906,456	759,218,858	800,322,861	41,104,003	5.41%	840,485	52,321	65,402	958,208	51,752	5.71%
Mount Waddington	131,621	110,241,482	112,525,313	2,283,831	2.07%	118,172	7,356	9,195	134,724	3,103	2.36%
Nanaimo	1,053,553	882,422,964	922,158,252	39,735,288	4.50%	968,434	60,286	75,358	1,104,079	50,526	4.80%
Powell River	16,338	13,684,285	13,925,746	241,461	1.76%	14,625	910	1,138	16,673	335	2.05%
Skeena-Queen Charlotte	22,373	18,739,311	21,223,885	2,484,574	13.26%	22,289	1,388	1,734	25,411	3,037	13.58%
Strathcona	276,576	231,651,295	233,730,292	2,078,997	0.90%	245,459	15,280	19,100	279,840	3,264	1.18%
TOTALS	3,445,853	2,886,137,562	3,010,068,407	123,930,845	4.29%	3,161,121	196,784	245,980	3,603,886	158,033	4.59%
TOTALS	10,186,225	8,531,661,049	8,873,257,781	341,596,732	4.00%	9,318,540	580,092	725,116	10,623,748	437,523	4.25%

2017-2021 Financial Plan
Financial Sustainability: Always a Priority
Schedule M

Total Member Levy

	Total 2016 Levy - Including Facilities	2016 - Core Levy	2017 - Core Levy	Change in Core Levy	% Change in Core Levy	Maintenance, Fixtures & F&E Levy - 7th year	Facilities Levy - 7th year	Total 2017 Levy - including Facilities	Change in Total Levy from Previous Year	% Change in Total Levy	2017 Quarterly Billing
Municipalities											
Campbell River	1,385,716	1,224,539	1,292,906	68,367	5.58%	80,485	100,607	1,473,998	88,282	6.37%	368,499
Comox	601,377	531,429	546,195	14,765	2.78%	34,001	42,502	622,698	21,320	3.55%	155,674
Courtenay	1,185,429	1,047,548	1,079,251	31,703	3.03%	67,185	83,981	1,230,417	44,988	3.80%	307,604
Cumberland	149,251	131,891	138,415	6,524	4.95%	8,617	10,771	157,802	8,552	5.73%	39,451
Duncan	212,783	188,033	190,492	2,459	1.31%	11,858	14,823	217,174	4,391	2.06%	54,293
Gold River	44,675	39,479	40,275	796	2.02%	2,507	3,134	45,917	1,241	2.78%	11,479
Ladysmith	353,234	312,149	320,250	8,101	2.60%	19,936	24,920	365,105	11,871	3.36%	91,276
Lake Cowichan	123,852	109,446	112,083	2,637	2.41%	6,977	8,722	127,782	3,930	3.17%	31,945
Lantzville	171,109	151,207	156,220	5,013	3.32%	9,725	12,156	178,101	6,992	4.09%	44,525
Masset	31,957	28,240	28,319	79	0.28%	1,763	2,204	32,286	329	1.03%	8,071
Nanaimo	4,112,345	3,634,026	3,802,397	168,372	4.63%	236,705	295,881	4,334,983	222,638	5.41%	1,083,746
North Cowichan	1,347,292	1,190,585	1,226,502	35,918	3.02%	76,352	95,439	1,398,293	51,001	3.79%	349,573
North Saanich	727,764	643,116	681,070	37,954	5.90%	42,398	52,997	776,464	48,700	6.69%	194,116
Parksville	605,530	535,099	564,327	29,228	5.46%	35,130	43,913	643,370	37,839	6.25%	160,842
Port Alberni	673,333	595,015	592,239	-2,776	-0.47%	36,868	46,085	675,192	1,859	0.28%	168,798
Port Alice	39,330	34,756	34,392	-364	-1.05%	2,141	2,676	39,209	(122)	-0.31%	9,802
Port Clements	12,741	11,259	11,516	257	2.28%	717	896	13,129	388	3.04%	3,282
Port Hardy	146,146	129,147	130,255	1,108	0.86%	8,109	10,136	148,499	2,353	1.61%	37,125
Port McNeill	96,124	84,943	85,734	791	0.93%	5,337	6,671	97,743	1,619	1.68%	24,436
Qualicum Beach	452,579	399,938	423,799	23,861	5.97%	26,382	32,978	483,159	30,580	6.76%	120,790
Queen Charlotte	35,175	31,084	31,808	725	2.33%	1,980	2,475	36,264	1,089	3.09%	9,066
Sayward	11,148	9,852	10,069	218	2.21%	627	784	11,480	331	2.97%	2,870
Sidney	677,721	598,894	616,937	18,043	3.01%	38,405	48,007	703,349	25,627	3.78%	175,837
Sooke	562,226	496,832	509,821	12,989	2.61%	31,737	39,671	581,229	19,003	3.38%	145,307
Tahsis	12,263	10,837	10,478	-359	-3.31%	652	815	11,946	(318)	-2.59%	2,986
Tofino	161,660	142,857	147,849	4,993	3.50%	9,204	11,505	168,558	6,898	4.27%	42,140
Ucluelet	99,484	87,913	87,478	-435	-0.49%	5,446	6,807	99,731	247	0.25%	24,933
Zeballos	4,401	3,889	3,770	-119	-3.05%	235	293	4,298	(103)	-2.33%	1,075
	14,036,646	12,404,001	12,874,848	470,848	3.80%	801,478	1,001,847	14,678,173	641,528	4.57%	3,669,543
Regional Districts											
Alberni-Clayoquot	447,090	395,087	405,261	10,173	2.57%	25,228	31,535	462,024	14,934	3.34%	115,506
Capital	267,539	236,420	247,055	10,634	4.50%	15,380	19,224	281,659	14,120	5.28%	70,415
Central Coast	51,255	45,293	49,503	4,210	9.29%	3,082	3,852	56,437	5,182	10.11%	14,109
Comox Valley	1,152,636	1,018,569	1,036,837	18,268	1.79%	64,545	80,681	1,182,062	29,426	2.55%	295,516
Cowichan Valley	1,692,097	1,495,284	1,562,911	67,626	4.52%	97,293	121,617	1,781,821	89,724	5.30%	445,455
Mount Waddington	183,562	162,211	152,620	-9,591	-5.91%	9,501	11,876	173,997	(9,565)	-5.21%	43,499
Nanaimo	1,990,949	1,759,375	1,814,597	55,222	3.14%	112,961	141,202	2,068,760	77,811	3.91%	517,190
Powell River	27,155	23,997	23,780	-217	-0.90%	1,480	1,850	27,110	(45)	-0.16%	6,778
Skeena-Queen Charlotte	42,156	37,253	40,067	2,814	7.56%	2,494	3,118	45,679	3,523	8.36%	11,420
Strathcona	481,367	425,378	429,602	4,224	0.99%	26,743	33,429	489,774	8,407	1.75%	122,444
	6,335,804	5,598,867	5,762,231	163,363	2.92%	358,707	448,384	6,569,322	233,518	3.69%	1,642,330
TOTALS	20,372,451	18,002,868	18,637,079	634,211	3.06%	1,160,185	1,450,231	21,247,495	875,044	4.25%	5,311,874

Total Member Levy Percentage Change

Municipalities	2017 Core Levy	Change in Levy before Facilities	% Change in Levy before Facilities	Maintenance, Fixtures & F&E Levy - 7th Year	Facilities Levy - 7th Year	Total 2017 Levy including Maintenance, Fixtures & F&E Facilities	Change in Total Levy from Previous Year	% Change in Total Levy 2017
Campbell River	1,292,906	68,367	5.58%	80,485	100,607	1,473,998	88,282	6.37%
Comox	546,195	14,765	2.78%	34,001	42,502	622,698	21,320	3.55%
Courtenay	1,079,251	31,703	3.03%	67,185	83,981	1,230,417	44,988	3.80%
Cumberland	138,415	6,524	4.95%	8,617	10,771	157,802	8,552	5.73%
Duncan	190,492	2,459	1.31%	11,858	14,823	217,174	4,391	2.06%
Gold River	40,275	796	2.02%	2,507	3,134	45,917	1,241	2.78%
Ladysmith	320,250	8,101	2.60%	19,936	24,920	365,105	11,871	3.36%
Lake Cowichan	112,083	2,637	2.41%	6,977	8,722	127,782	3,930	3.17%
Lantzville	156,220	5,013	3.32%	9,725	12,156	178,101	6,992	4.09%
Masset	28,319	79	0.28%	1,763	2,204	32,286	329	1.03%
Nanaimo	3,802,397	168,372	4.63%	236,705	295,881	4,334,983	222,638	5.41%
North Cowichan	1,226,502	35,918	3.02%	76,352	95,439	1,398,293	51,001	3.79%
North Saanich	681,070	37,954	5.90%	42,398	52,997	776,464	48,700	6.69%
Parksville	564,327	29,228	5.46%	35,130	43,913	643,370	37,839	6.25%
Port Alberni	592,239	-2,776	-0.47%	36,868	46,085	675,192	1,859	0.28%
Port Alice	34,392	-364	-1.05%	2,141	2,676	39,209	(122)	-0.31%
Port Clements	11,516	257	2.28%	717	896	13,129	388	3.04%
Port Hardy	130,255	1,108	0.86%	8,109	10,136	148,499	2,353	1.61%
Port McNeill	85,734	791	0.93%	5,337	6,671	97,743	1,619	1.68%
Qualicum Beach	423,799	23,861	5.97%	26,382	32,978	483,159	30,580	6.76%
Queen Charlotte	31,808	725	2.33%	1,980	2,475	36,264	1,089	3.09%
Sayward	10,069	218	2.21%	627	784	11,480	331	2.97%
Sidney	616,937	18,043	3.01%	38,405	48,007	703,349	25,627	3.78%
Sooke	509,821	12,989	2.61%	31,737	39,671	581,229	19,003	3.38%
Tahsis	10,478	-359	-3.31%	652	815	11,946	(318)	-2.59%
Tofino	147,849	4,993	3.50%	9,204	11,505	168,558	6,898	4.27%
Ucluelet	87,478	-435	-0.49%	5,446	6,807	99,731	247	0.25%
Zeballos	3,770	-119	-3.05%	235	293	4,298	(103)	-2.33%
TOTALS	12,874,848	470,848	3.80%	801,478	1,001,847	14,678,173	641,528	4.57%
Regional Districts								
Alberni-Clayoquot	405,261	10,173	2.57%	25,228	31,535	462,024	14,934	3.34%
Capital	247,055	10,634	4.50%	15,380	19,224	281,659	14,120	5.28%
Central Coast	49,503	4,210	9.29%	3,082	3,852	56,437	5,182	10.11%
Comox Valley	1,036,837	18,268	1.79%	64,545	80,681	1,182,062	29,426	2.55%
Cowichan Valley	1,562,911	67,626	4.52%	97,293	121,617	1,781,821	89,724	5.30%
Mount Waddington	152,620	-9,591	-5.91%	9,501	11,876	173,997	(9,565)	-5.21%
Nanaimo	1,814,597	55,222	3.14%	112,961	141,202	2,068,760	77,811	3.91%
Powell River	23,780	-217	-0.90%	1,480	1,850	27,110	(45)	-0.16%
Skeena-Queen Charlotte	40,067	2,814	7.56%	2,494	3,118	45,679	3,523	8.36%
Strathcona	429,602	4,224	0.99%	26,743	33,429	489,774	8,407	1.75%
TOTALS	5,762,231	163,363	2.92%	358,707	448,384	6,569,322	233,518	3.69%
TOTALS	18,637,079	634,211	3.06%	1,160,185	1,450,231	21,247,495	875,044	4.25%

Weighted Votes

Municipality/Regional District	2017 Levies	Votes
Campbell River	1,473,998	28
Comox	622,698	12
Courtenay	1,230,417	23
Cumberland	157,802	3
Duncan	217,174	4
Gold River	45,917	1
Ladysmith	365,105	7
Lake Cowichan	127,782	2
Lantzville	178,101	3
Masset	32,286	1
Nanaimo	4,334,983	82
North Cowichan	1,398,293	26
North Saanich	776,464	15
Parksville	643,370	12
Port Alberni	675,192	13
Port Alice	39,209	1
Port Clements	13,129	1
Port Hardy	148,499	3
Port McNeill	97,743	2
Qualicum Beach	483,159	9
Queen Charlotte	36,264	1
Sayward	11,480	1
Sidney	703,349	13
Sooke	581,229	11
Tahsis	11,946	1
Tofino	168,558	3
Ucluelet	99,731	2
Zeballos	4,298	1
Alberni-Clayoquot Regional District	462,024	9
Capital Regional District	281,659	5
Central Coast Regional District	56,437	1
Comox Valley Regional District	1,182,062	22
Cowichan Valley Regional District	1,781,821	34
Mount Waddington Regional District	173,997	3
Nanaimo Regional District	2,068,760	39
Powell River Regional District	27,110	1
Skeena-Queen Charlotte Regional District	45,679	1
Strathcona Regional District	489,774	9
TOTAL Local Levies	21,247,495	405

1/4% of Total Local Levies means Value for one vote = 53,119

Internal Note:

June 2002 Board meeting the following motion was adopted - please refer to Weighted Vote Information file in Board files.

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 of total VIRL tax contributions after the first 1/4 percent. Where the formula results in a fraction of a vote, normal rounding will apply.

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REQUEST FOR DECISION

To: Electoral Area Directors Committee

From: Teri Fong, CPA, CGA, Manager of Finance
Mike Irg, Manager of Planning & Development

Meeting Date: February 15, 2017

Subject: Building Inspection 2017-2021 Financial Plan

Recommendation:

THAT the Electoral Area Directors Committee recommend the Building Inspection proposed budget be included in the first reading of the 2017-2021 Alberni-Clayoquot Regional District Financial Plan.

2016 Highlights:

The Building Inspection service was incredibly busy in 2016. In addition to the regular service that was provided to the Electoral Areas the Building Inspectors also provided service to the Districts of Tofino & Ucluelet. Some of the highlights include:

- 82 Regional District building permits with a total value of \$10.54 million.
- 54 Woodstove inspections.
- Provided building inspection services to the Districts of Tofino and Ucluelet through service agreement contracts. To ensure Electoral Area building inspections maintained the required level of service, staff backfilled the maintenance coordinator duties utilizing the part-time bylaw enforcement officer.
- Provided holiday coverage to the City of Port Alberni building inspector through a service agreement contract. The City of Port Alberni building inspector also assisted the ACRD when required under the same service agreement.

Upcoming for 2017:

The operations of the building inspection department consist of two building inspectors, one full-time inspector and one half-time inspector, plus the related expenditures. The Building Inspector/Property Maintenance Coordinator is the half-time building inspector with the property maintenance duties being paid for by other ACRD services.

Services to Ucluelet and Tofino are expected to end early this spring when Tofino hires a building inspector that will provide service to both Tofino and Ucluelet. Building maintenance will continue to be backfilled while the ACRD provides building inspection to Tofino and Ucluelet. These costs are offset by the hours billed to Tofino and Ucluelet.

The ACRD also has an agreement with Toquaht Nation to provide building inspection services. It is expected that the first few inspections under this agreement will occur in 2017.

Time Requirements – Staff & Elected Officials:

Staff time is required for processing building permit applications as well as the physical inspections of both buildings and woodstoves within the electoral areas. In 2016, a significant amount of staff time was spent on providing contract services to the Districts of Tofino and Ucluelet.

Financial:

The 2017 residential tax rate is \$0.055 per \$1,000 of assessed value. This is a slight drop from the 2016 rate of \$0.058 per \$1,000 of assessed value.

The revenue from providing inspection services to Tofino and Ucluelet resulted in a significant surplus in 2016. For 2017, the capital contribution has been increased to \$35,000 to offset the artificial drop in the tax requisition. The capital contribution for years 2018-2021 has been reduced to \$5,000 per year to account for this one time transfer of surplus.

Policy or Legislation:

Alberni-Clayoquot Regional District Building Inspection Bylaw No. 658, 1989 applies to this service.

Disclosure:

The prior year actual balances may yet change as 2016 invoices are still trickling in and year-end adjustments are still being completed.



Submitted by: _____
Teri Fong, CPA, CGA, Manager of Finance



Submitted by: _____
Mike Irg, Manager of Planning & Development



Approved by: _____
Russell Dyson, Chief Administrative Officer



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2017-2021 FINANCIAL PLAN
 BUILDING INSPECTION
 PARTICIPANTS: ELECTORAL AREAS

Draft
 For Discussion

Line	History			Budget					Line
	2016 ACTUAL	2016 PLAN		2017	2018	2019	2020	2021	
REVENUE									
1	\$ 59,462	\$ 59,462	Surplus (deficit) from prior years	\$ 94,584	\$ -	\$ -	\$ -	\$ -	1
2	123,538	123,538	Tax requisition	122,916	180,800	184,200	187,700	191,200	2
3	77,846	65,000	Sales of services	65,000	65,000	65,000	65,000	65,000	3
4	56,113	-	Contracts with Municipalities	-	-	-	-	-	4
5	3,501	1,000	Grant in lieu of taxes	1,000	1,000	1,000	1,000	1,000	5
6	108	-	Other sources	-	-	-	-	-	6
7	\$ 320,568	\$ 249,000	TOTAL REVENUE	\$ 283,500	\$ 246,800	\$ 250,200	\$ 253,700	\$ 257,200	7
EXPENDITURES									
8	\$ 19,000	\$ 19,000	Administration charge	\$ 21,000	\$ 21,000	\$ 21,000	\$ 21,000	\$ 21,000	8
9	10,108	10,000	Capital fund contribution	35,000	5,000	5,000	5,000	5,000	9
10			<i>Labour & related costs</i>						10
11	385	3,000	Convention/professional development	3,000	3,000	3,000	3,000	3,000	11
12	2,510	-	Recruiting	-	-	-	-	-	12
13	167,532	161,000	Labour & benefits	167,000	170,300	173,700	177,200	180,700	13
14	170,427	164,000	Total labour & related costs	170,000	173,300	176,700	180,200	183,700	14
15			<i>Legal & professional fees</i>						15
16	1,125	30,000	Legal fees	30,000	20,000	20,000	20,000	20,000	16
17	2,747	-	Contract services - City of Port Alberni	-	-	-	-	-	17
18	720	1,500	Professional fees	1,500	1,500	1,500	1,500	1,500	18
19	4,592	31,500	Total legal & professional fees	31,500	21,500	21,500	21,500	21,500	19
20	10,047	8,500	Office costs	10,000	10,000	10,000	10,000	10,000	20
21			<i>Travel costs</i>						21
22	11,694	15,000	Automobile expenses	15,000	15,000	15,000	15,000	15,000	22
23	116	1,000	Travel & accomodation	1,000	1,000	1,000	1,000	1,000	23
24	11,810	16,000	Total travel costs	16,000	16,000	16,000	16,000	16,000	24
25	\$ 225,984	\$ 249,000	TOTAL EXPENDITURES	\$ 283,500	\$ 246,800	\$ 250,200	\$ 253,700	\$ 257,200	25
26	\$ 94,584	\$ -	FINANCIAL PLAN BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	26
27	10,108	10,000	Add: Transfer to reserves	35,000	5,000	5,000	5,000	5,000	27
28		7,000	Deduct: Estimated amortization not included	7,000	7,000	7,000	7,000	7,000	28
29	59,462	59,462	Surplus from previous year	94,584	-	-	-	-	29
30	\$ 45,230	-\$ 56,462	ANNUAL SURPLUS/(DEFICIT)	-\$ 66,584	-\$ 2,000	-\$ 2,000	-\$ 2,000	-\$ 2,000	30



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2017-2021 FINANCIAL PLAN
 BUILDING INSPECTION (continued)
 PARTICIPANTS: ELECTORAL AREAS

Line	History			Budget					Line
	2016 ACTUAL	2016 PLAN		2017	2018	2019	2020	2021	
			CAPITAL FUND						
31	\$ 9,878	\$ 9,878	Balance, beginning of year	\$ 19,986	\$ 55,286	\$ 60,686	\$ 66,186	\$ 41,586	31
32	10,000	10,000	Contribution from operating fund	35,000	5,000	5,000	5,000	5,000	32
33	108	100	Interest earnings	300	400	500	400	300	33
34			<i>Less - capital expenditures</i>						34
35	-	-	Cityview software	-	-	-	-	-	35
36	-	-	Vehicle	-	-	-	30,000	-	36
37	-	-	Total capital expenditures	-	-	-	30,000	-	37
38	\$ 19,986	\$ 19,978	BALANCE, END OF YEAR	\$ 55,286	\$ 60,686	\$ 66,186	\$ 41,586	\$ 46,886	38



REQUEST FOR DECISION

To: Electoral Area Directors Committee

From: Teri Fong, CPA, CGA, Manager of Finance
Mike Irg, Manager of Planning & Development

Meeting Date: February 15, 2017

Subject: Management of Development – Rural Area 2017-2021 Financial Plan

Recommendation:

THAT the Electoral Area Directors Committee recommend the Management of Development – Rural Area proposed budget to be included in the first reading of the 2017-2021 Alberni-Clayoquot Regional District Financial Plan.

2016 Highlights:

A couple of the highlights of rural planning for 2016 include:

- Stream assessment work is currently underway on Willowbrae Creek and Stamp/Somas River tributaries. West Coast Aquatic is managing this work in partnership with the ACRD. The assessments will be incorporated into OCP's and form the basis for restoration grant applications.
- Survey fieldwork was completed in 2016 and Geo BC has updated the ACRD ICF (Integrated Cadastral Fabric) map base. ACRD staff are in the process of transferring the Geo BC data into our City View program and this information will then be accessible throughout our organization in 2017. We have the parcel data available for the entire regional district, including the municipalities and member First Nations. This project is cost shared with Regional Planning.

Upcoming for 2017:

- Line 48 – Vehicle – Another vehicle is required to support operations of the Regional District. This is to allow staff to attend meetings, site visits, bylaw enforcement and professional development outside of the office. It is proposed that this vehicle would be cost shared with General Government (30% General Government, 70% Rural Planning).
- Line 30 – Stream assessments - Included in this year's budget is \$10,000 for stream assessments in the developed portions of the electoral areas. The ACRD will partner with West Coast Aquatic to have a biologist complete stream assessments, which will assist in reviewing development applications, setting development permit guidelines in OCPs, and provide the basis for grant applications for stream restoration projects. Bamfield, Long Beach and the Alberni Valley will be included in this year's assessment.
- Line 34 – Zoning bylaw rewrite - The ACRD zoning bylaw rewrite will be completed this year. Staff and Kelly Gesner are updating the draft following an initial legal review. In rewriting the zoning bylaw, the goal was to incorporate the current legislation, comply with the updated Official Community Plans, and maintain the uses permitted in the existing zoning bylaw. The legal review highlighted areas that needed to be changed. \$20,000 is included in this year's budget to complete this work.
- There are several smaller projects that need to be completed this year, including a subdivision and servicing bylaw (in conjunction with development cost charges bylaws for the ACRD water systems) and reviewing regulatory bylaws.

- Minor OCP amendments in conjunction with the zoning bylaw.
- Review setback requirements for streams, lakes and ocean.

Time Requirements – Staff & Elected Officials:

Staff time is required to respond to public inquires and process planning applications, subdivisions, development variances and development permits. Bylaw enforcement is required for zoning and development permits as well as the sign bylaw. Staff also support the Advisory Planning Commissions and the Board of Variance. Projects planned for 2017 that will require staff time include the completion of a review of vacation rentals, zoning bylaw and the subdivision-servicing bylaw.

Financial:

The 2017 residential tax rate is \$0.122 per \$1,000 of assessed value. This is a slight decrease from the prior year rate of \$0.126 per \$1,000 of assessed value.

Policy or Legislation:

Part 14 of the Local Government Act governs Regional District Planning and Land Use Management.

Disclosure:

The prior year actual balances may yet change as 2016 invoices are still trickling in and year-end adjustments are still being completed.



Submitted by: _____
Teri Fong, CPA, CGA, Manager of Finance



Submitted by: _____
Mike Irg, Manager of Planning & Development



Approved by: _____
Russell Dyson, Chief Administrative Officer



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2017-2021 FINANCIAL PLAN
 MANAGEMENT OF DEVELOPMENT - RURAL AREAS
 PARTICIPANTS: ELECTORAL AREAS

Draft
 For Discussion

Line	History			Budget					Line
	2016 ACTUAL	2016 PLAN		2017	2018	2019	2020	2021	
REVENUE									
1	\$ 76,758	\$ 76,758	Surplus (deficit) from prior years	\$ 74,422	\$ -	\$ -	\$ -	\$ -	1
2	270,242	270,242	Tax requisition	272,578	290,800	294,200	307,700	301,200	2
3	7,000	7,000	Contracts with Municipalities	7,000	7,000	7,000	7,000	7,000	3
4	7,843	3,000	Grant in lieu of taxes	3,000	3,000	3,000	3,000	3,000	4
5	19,495	15,000	Sales of services	15,000	15,000	15,000	15,000	15,000	5
6	1,800	-	Other sources	-	-	-	-	-	6
7	\$ 383,138	\$ 372,000	TOTAL REVENUE	\$ 372,000	\$ 315,800	\$ 319,200	\$ 332,700	\$ 326,200	7
EXPENDITURES									
8	\$ 62,000	\$ 62,000	Administration charge	\$ 62,000	\$ 62,000	\$ 62,000	\$ 62,000	\$ 62,000	8
9	6,800	5,000	Capital fund contribution	5,000	5,000	5,000	5,000	5,000	9
10			<i>Labour & related costs</i>						10
11	2,806	4,000	Convention/professional development	4,000	4,000	4,000	4,000	4,000	11
12	164,797	167,000	Labour & benefits	167,000	170,300	173,700	177,200	180,700	12
13		500	Recruiting costs	500	500	500	500	500	13
14	167,603	171,500	Total labour & related costs	171,500	174,800	178,200	181,700	185,200	14
15			<i>Office costs</i>						15
16	4,864	7,000	Office operations	7,000	7,000	7,000	7,000	7,000	16
17	4,935	8,000	Computer operations	8,000	8,000	8,000	8,000	8,000	17
18	533	1,500	Memberships/subscriptions	1,500	1,500	1,500	1,500	1,500	18
19	10,332	16,500	Total office costs	16,500	16,500	16,500	16,500	16,500	19
20			<i>Other costs</i>						20
21	2,132	8,000	Advertising & publicity	8,000	8,000	8,000	8,000	8,000	21
22	231	2,000	APC costs	2,000	2,000	2,000	2,000	2,000	22
23	-	5,000	Board of variance costs	5,000	5,000	5,000	5,000	5,000	23
24	773	2,500	Travel & accomodation	2,500	2,500	2,500	2,500	2,500	24
25	3,136	17,500	Total other costs	17,500	17,500	17,500	17,500	17,500	25



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2017-2021 FINANCIAL PLAN
 MANAGEMENT OF DEVELOPMENT - RURAL AREAS (continued)
 PARTICIPANTS: ELECTORAL AREAS

Draft
 For Discussion

Line	History			Budget					Line
	2016 ACTUAL	2016 PLAN		2017	2018	2019	2020	2021	
			EXPENDITURES (continued)						
26			<i>Professional fees</i>						26
27	-	10,000	Consultant costs	10,000	10,000	10,000	10,000	10,000	27
28	10,462	20,000	Legal costs	20,000	15,000	15,000	15,000	15,000	28
29	11,880	12,500	Mapping update	12,500	5,000	5,000	5,000	5,000	29
30	9,524	10,000	Stream assessments	10,000	10,000	10,000	10,000	10,000	30
31	-	2,000	Vacation rentals	2,000	-	-	-	-	31
32	4,688	5,000	OCP rewrites	5,000	-	-	10,000	-	32
33	-	20,000	Subdivision servicing bylaw	20,000	-	-	-	-	33
34	22,290	20,000	Zoning bylaw rewrite	20,000	-	-	-	-	34
35	58,844	99,500	Total professional fees	99,500	40,000	40,000	50,000	40,000	35
36	\$ 308,716	\$ 372,000	TOTAL EXPENDITURES	\$ 372,000	\$ 315,800	\$ 319,200	\$ 332,700	\$ 326,200	36
37	\$ 74,422	\$ -	FINANCIAL PLAN BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	37
38	6,800	5,000	Add: Transfer to reserves	5,000	5,000	5,000	5,000	5,000	38
39		7,000	Deduct: Estimated amortization not included	7,000	7,000	7,000	7,000	7,000	39
40	76,758	76,758	Surplus from previous year	74,422	-	-	-	-	40
41	\$ 4,464	-\$ 78,758	ANNUAL SURPLUS/(DEFICIT)	-\$ 76,422	-\$ 2,000	-\$ 2,000	-\$ 2,000	-\$ 2,000	41
			(for Financial Reporting purposes)						
			CAPITAL FUND						
42	\$ 72,107	\$ 72,107	Balance, beginning of year	\$ 78,907	\$ 51,907	\$ 52,307	\$ 52,707	\$ 53,107	42
43	5,000	5,000	Contribution from operating fund	5,000	5,000	5,000	5,000	5,000	43
44	1,800	500	Interest earnings	500	400	400	400	400	44
45			<i>Less - capital expenditures</i>						45
46	-	4,266	Aerial photos/LiDAR^	5,000	5,000	5,000	5,000	5,000	46
47	-	7,500	Mapping software^	7,500	-	-	-	-	47
48	-	-	Vehicle (shared with Gen Gov)	20,000	-	-	-	-	48
49	-	11,766	Total capital expenditures	32,500	5,000	5,000	5,000	5,000	49
50	\$ 78,907	\$ 65,841	BALANCE, END OF YEAR	\$ 51,907	\$ 52,307	\$ 52,707	\$ 53,107	\$ 53,507	50

^costs shared with Regional Planning



REQUEST FOR DECISION

To: Electoral Area Directors Committee
From: Teri Fong, CPA, CGA, Manager of Finance
Meeting Date: February 15, 2017
Subject: Electoral Area Administration 2017-2021 Financial Plan

Recommendation:

THAT the Electoral Area Directors Committee recommend the Electoral Area Administration proposed budget to be included in the first reading of the 2017-2021 Alberni-Clayoquot Regional District Financial Plan.

2016 Highlights:

The Electoral Area Administration service provides funding for Electoral Area directors to attend the AVICC and UBCM conventions as well as communicating with electorate in terms of mail outs and meetings. The Regional District Gas Tax initiatives are also part of this service as the funding is based on the electoral areas only because the municipalities receive funding directly from the program.

At the April 13, 2016 Board of Directors meeting the following projects were approved for allocation of Gas Tax Funding:

1. \$80,000 to the Cherry Creek Trail between Cherry Creek and the Community Hall.
2. \$40,000 for the Beaver Creek Community Hall playground.
3. \$100,000 for Sproat Lake Community Trails.
4. \$600,000 for the Bamfield Water Treatment Facility.
5. \$100,000 for Salmon Beach well development.
6. \$100,000 Millstream water system upgrades
7. \$150,000 Beaver Creek water system to upgrade the service to the Kackamin facility.
8. \$150,000 Bell Road water infrastructure.

These projects are in addition to the already committed funds including:

9. \$426,672 for Bamfield water system upgrades.
10. \$264,000 for Bell Road water infrastructure.
11. \$154,140 for Long Beach Airport water system upgrades.

The only project completed during the year was the Beaver Creek Water System service upgrade to the Kackamin facility.

Upcoming for 2017:

The plan for 2017 is to action many of these initiatives as many of the projects are ready to begin. Based on the priorities of the Board the Bell Road water infrastructure and a portion of the Salmon Beach well development have been planned for 2018.

Time Requirements – Staff & Elected Officials:

Staff time for this service involves coordinating the Directors participation in AVICC and UBCM as well as any mail outs that the Directors provide to their communities. Staff time is also required to administer the Gas Tax program and complete the annual Gas Tax reporting.

Financial:

The 2017 residential tax rate is \$0.026 per \$1,000 of assessed value. This is a slight reduction from the previous year of \$0.027 per \$1,000 of assessed value.

Policy or Legislation:

The Federal Gas Tax Fund agreement is administered by the Union of BC Municipalities and the current agreement is effective until March 31, 2024.



Submitted by: _____
Teri Fong, CPA, CGA, Manager of Finance



Approved by: per: _____
Russell Dyson, Chief Administrative Officer



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2017-2021 FINANCIAL PLAN
 ELECTORAL AREA ADMINISTRATION
 PARTICIPANTS: ELECTORAL AREAS

Draft
 For Discussion

Line	History			Budget					Line
	2016 ACTUAL	2016 PLAN		2017	2018	2019	2020	2021	
REVENUE									
1	\$ 19,185	\$ 19,185	Surplus (deficit) from prior years	\$ 13,026	\$ -	\$ -	\$ -	\$ -	1
2	1,768,601	1,768,601	Committed surplus from prior year	2,100,769	1,024,499	1,057,309	1,554,119	2,050,929	2
3	56,815	56,815	Tax requisition	58,974	107,158	72,318	72,504	72,694	3
4	1,612	1,000	Grant in lieu of taxes	1,000	1,000	1,000	1,000	1,000	4
5	466,542	451,343	Federal government grant	466,542	488,810	488,810	488,810	488,810	5
6	15,626	8,000	Interest revenue	8,000	8,000	8,000	8,000	8,000	6
7	\$ 2,328,381	\$ 2,304,944	TOTAL REVENUE	\$ 2,648,311	\$ 1,629,467	\$ 1,627,437	\$ 2,124,433	\$ 2,621,433	7
EXPENDITURES									
8	\$ 17,000	\$ 17,000	Administration charge	\$ 17,000	\$ 17,000	\$ 17,000	\$ 17,000	\$ 17,000	8
9	-	-	Elections & referenda	-	35,000	-	-	-	9
10	53	1,000	Area 'A' - Bamfield administration	1,000	1,000	1,000	1,000	1,000	10
11	-	1,000	Area 'B' - Beaufort administration	1,000	1,000	1,000	1,000	1,000	11
12	287	1,000	Area 'C' - Long Beach administration	1,000	1,000	1,000	1,000	1,000	12
13	1,866	3,000	Area 'D' - Sproat Lake administration	3,000	3,000	3,000	3,000	3,000	13
14	-	1,000	Area 'E' - Beaver Creek administration	1,000	1,000	1,000	1,000	1,000	14
15	-	2,000	Area 'F' - Cherry Creek administration	2,000	2,000	2,000	2,000	2,000	15
16	9,834	10,000	AVICC dues & convention expenses	10,000	10,000	10,000	10,000	10,000	16
17	24,269	28,000	UBCM dues & convention expenses	28,000	28,000	28,000	28,000	28,000	17
18	11,277	13,000	Labour & benefits	9,000	9,158	9,318	9,504	9,694	18
19			<i>Gas tax initiatives</i>						19
20	-	426,672	Bamfield Water System upgrades	1,026,672	-	-	-	-	20
21	-	40,000	Beaver Creek Community Club playground	40,000	-	-	-	-	21
22	150,000	150,000	Beaver Creek Water System upgrades	-	-	-	-	-	22
23	-	264,000	Bell Road/Stuart Avenue water system	-	414,000	-	-	-	23
24	-	-	Cherry Creek Community Park trail	80,000	-	-	-	-	24
25	-	154,140	Long Beach Airport water system upgrades	154,140	-	-	-	-	25
26	-	-	Millstream Water System upgrades	100,000	-	-	-	-	26
27	-	-	Salmon Beach Water well development	50,000	50,000	-	-	-	27
28	-	-	Sproat Lake Community Park trail	100,000	-	-	-	-	28
29	-	-	Other gas tax rebate initiatives	-	-	-	-	-	29
30	150,000	1,034,812	Total gas tax initiatives	1,550,812	464,000	-	-	-	30
31	\$ 214,586	\$ 1,111,812	TOTAL EXPENDITURES	\$ 1,623,812	\$ 572,158	\$ 73,318	\$ 73,504	\$ 73,694	31



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2017-2021 FINANCIAL PLAN
 ELECTORAL AREA ADMINISTRATION (continued)
 PARTICIPANTS: ELECTORAL AREAS

Line	History		Budget					Line
	2016	2016	2017	2018	2019	2020	2021	
32	\$ 2,113,795	\$ 1,383,132	FINANCIAL PLAN BALANCE					32
33	1,787,786	1,787,786	Deduct: Surplus from previous year					33
34	\$ 326,009	-\$ 404,654	ANNUAL SURPLUS/(DEFICIT)					34

Grant-in-Aid

Application Form

Name of Organization **BEAVER CREEK COMMUNITY CLUB**

Mailing Address: **8505 BEAVER CREEK ROAD, PORT ALBERNI, BC V9Y 8N6**

Contact Name: David Horst Phone Number: **250-723-7796**

Email Address: dmhorst@gmail.com

Grant Requested: **Grant Assistance X** In-Kind Assistance

Amount \$ **10,000.**_____ Details: _____

1. Is your organization non-profit? **YES**

2. Is your organization a registered non-profit society in BC **YES**

If yes, please provide your Society Registration Number: **__S0003778**_____

3. Please describe the services and benefits that your organization provides to the Alberni-

Clayoquot Region:

The Beaver Creek Community Club maintains and operates the Beaver Creek Community Hall. The Hall is wheel-chair accessible, has a large parking lot, seating capacity for 180 people and a large kitchen suitable for most events. The Hall is available for rent and is used on a regular basis for community events including meetings of the Farmer's Institute and the Beaufort APC.

We are currently in the process of building a new playground and restoring the surrounding playing fields.

Which of the following areas in the Alberni-Clayoquot Region receive a benefit from the services your organization provides:

- | | |
|--------------------------------------------|----------------------------------------|
| Entire Regional District | City of Port Alberni |
| District of Tofino | District of Ucluelet |
| Electoral Area "A" (Bamfield) | X Electoral Area "B" (Beaufort) |
| Electoral Area "C" (Long Beach) | Electoral Area "D" (Sproat Lake) |
| X Electoral Area "E" (Beaver Creek) | Electoral Area "F" (Cherry Creek) |

5. Please describe how the services provided by your organization fill a need in the community:

The Beaver Creek Hall is currently well used by the community for weddings, dances, celebration of life and other family gatherings. It is the goal of the BC Community Club to rebuild the playground and basketball/tennis court and baseball/soccer field in order to provide more services for youth. We want to host sporting events, utilize our rugged terrain for mountain biking tracks, and provide a playground all in a safe and secure surrounding.

We have raised funds for the playground equipment but the grounds surrounding the Hall flood constantly so we need to install drainage and fencing as part of the preparation for installing playground equipment and playing fields.

6. Please list all other grants received and/or applied for from other Governments or Service Organizations:

__ Toy Run \$1000. _____

7. Has your organization received a Grant-in-Aid in the past from the Regional District?

No. If yes, complete the following:

Year: _____ Amount: _____

Year: _____ Amount: _____

8. Please include with your application, copies of the following:

(a) Annual Report;

(b) A copy of your organizations current year budget and latest financial statement;

(c) A brief report outlining what the Grant-in-Aid would be used for.

6. Submit your completed Grant-in-Aid Application, including the above documentation to:

Corporate Secretary

Alberni-Clayoquot Regional District

3008 Fifth Avenue

The Deadline to Submit Grant-in-Aid Applications is January 31st of each year.

Late applications will not be accepted and returned to the applicant.

If you have any questions regarding this application or the information required,

please call (250) 720-2700.

David Ford *January 31, 2017*

Signature of Applicant Date

For Office Use Only

Amount Awarded: Date Approved: Participating Areas:

Page 3

Beaver Creek Community Club
General Account December 2016

Opening Balance \$ 12,740.93

Income:

Rental (D.Galloway)	\$ 50.00	
Hall Rental (S.Cowley)	\$ 20.00	
Membership	\$ 50.00	
Returned Cheque Reg. Services	\$ 50.00	
Interest	\$ 0.11	
	\$ 170.11	\$ 170.11
		\$ 12,911.04

Expenses:

Hydro Yard Light	\$ 46.16	
Hydro Hall Lights	\$ 106.45	
Chq # 83 Snow Removal	\$ 266.70	
Chq #85 Hauling Chips (Playground)	\$ 315.00	
Chq.# 84 Ditch Work	\$ 577.50	
Shaw (Telephone)	\$ 41.53	
Playground Account	\$ 2,184.73	
	\$ 3,538.07	\$ 3,538.07

General Account Balance Dec 31 1026 \$ 9,372.97

Playground Account Balance December 31 20 16 \$ 2,184.73

Bank Balance December 31 2016 \$ 11,557.70

Re: Request for funding for drainage and fencing of property surrounding Beaver Creek Hall.

① Estimate for drainage

NOTRE NUMÉRO / OUR NUMBER	657057
DATE	Jan 31 17
COMMANDE DU CLIENT / CUSTOMER'S ORDER	

VENDU À / SOLD TO	Beaver Cr. Community	LIVRÉ À / SHIP TO	Hornet Ex
ADRESSE / ADDRESS	Hall	ADRESSE / ADDRESS	730 1699
Estimate for Culverts email: dmhorst2@gmail.com			

N° D'ENR. DE TAXE TAX REG. NO.	VENDEUR SALESPERSON	FAB FOB	CONDITIONS TERMS	VIA
-----------------------------------	------------------------	------------	---------------------	-----

QUANTITÉ QUANTITY	DESCRIPTION	PRIX PRICE	MONTANT AMOUNT
-			
	Move Excavator to Hall		150.00
	place Culverts		300.00
	Back fill with Dirt-		500.00
	Haul Dirt on to Ditch 15 loads at 100.00 per-		1500.00
	Culvert price delivery plus price of culverts,		2500.00
	180 ft of "2" Foot Culvert- plus Couplers		
	Labour-		400.00
			5350.00
			plus G.S.T. 5% 267.50
			TOTAL \$5617.50

② estimate for fencing of play ground and playing field.

March 1, 2016

Fenceline Products Ltd

929 Church Rd Parksville BC V9P 2B8 Tel: 250-248-3122 or 1-800-804-5463 Email: fence@telus.net

Budget Quotation

Beaver Creek Community Hall
c/o David Horst

Phone: 723-7796
Fax:
Cell:
E-mail: dmhorst2@gmail.com

We are pleased to submit our budget quotation for chainlink fencing at the Beaver Creek Community Hall in Port Alberni as per your request.

(A) Regular Weight Pipe Framework

To supply & install 634 lineal feet of 48" high chainlink fence & two single swing chainlink gates as per specs below.

- 9 gauge 48" high galvanized chainlink mesh
- 1-5/8" od galvanized regular pipe top rail
- 1-7/8" od galvanized regular line posts
- 2-7/8" od galvanized regular end, corner & gate posts
- Two single swing chainlink gates approx. 3ft opening each c/w hardware
- Posts concreted in the ground

Price for material & installation: \$10,776.00. GST Extra.

(B) Schedule 40 Weight Pipe Framework

To supply & install 634 lineal feet of 48" high chainlink fence & two single swing chainlink gates as per specs below.

- 9 gauge 48" high galvanized chainlink mesh
- 1-5/8" od galvanized schedule 40 pipe top rail
- 1-7/8" od galvanized schedule 40 line posts
- 2-7/8" od galvanized schedule 40 end, corner & gate posts
- Two single swing chainlink gates approx. 3ft opening each c/w hardware
- Posts concreted in the ground

Price for material & installation: \$11,998.00. GST Extra.

Continued on page 2...

Grant-in-Aid Application Form



Name of Organization <i>Cherry Creek Community Recreation Commission</i>	
Mailing Address: <i>3720 Moore Road, Port Alberni, BC V94 8R5</i>	
Contact Name: <i>Deb Haggard - Director</i>	Phone Number: <i>250-724-1589</i>
Email Address: <i>debaggard@shaw.ca</i>	

Grant Requested: <i>\$30,000</i>	<input checked="" type="checkbox"/> Grant Assistance	<input type="checkbox"/> In-Kind Assistance
	Amount \$ <i>20,000</i>	Details: _____

1. Is your organization non-profit? yes no
2. Is your organization a registered non-profit society in BC? yes no

If yes, please provide your Society Registration Number: *S-0018580*

3. Please describe the services and benefits that your organization provides to the Alberni-Clayoquot Region:

See attached

4. Which of the following areas in the Alberni-Clayoquot Region receive a benefit from the services your organization provides:

- | | |
|--------------------------------------------------------------|------------------------------------------------------------|
| <input checked="" type="checkbox"/> Entire Regional District | <input checked="" type="checkbox"/> City of Port Alberni |
| <input type="checkbox"/> District of Tofino | <input type="checkbox"/> District of Ucluelet |
| <input type="checkbox"/> Electoral Area "A" (Bamfield) | <input type="checkbox"/> Electoral Area "B" (Beaufort) |
| <input type="checkbox"/> Electoral Area "C" (Long Beach) | <input type="checkbox"/> Electoral Area "D" (Sproat Lake) |
| <input type="checkbox"/> Electoral Area "E" (Beaver Creek) | <input type="checkbox"/> Electoral Area "F" (Cherry Creek) |

5. Please describe how the services provided by your organization fill a need in the community:

see attached

6. Please list all other grants received and/or applied for from other Governments or Service Organizations:

see attached

7. Has your organization received a Grant-in-Aid in the past from the Regional District?
 yes no If yes, complete the following:

Year: 2014 Amount: \$20,000
Year: 2015 Amount: \$20,000

8. Please include with your application, copies of the following:

- (a) **Annual Report;**
- (b) **A copy of your organizations current year budget and latest financial statement;**
- (c) **A brief report outlining what the Grant-in-Aid would be used for.**

6. Submit your completed Grant-in-Aid Application, including the above documentation to:

**Corporate Secretary
Alberni-Clayoquot Regional District
3008 Fifth Avenue
Port Alberni, BC V9Y 2E3**

The **Deadline** to Submit Grant-in-Aid Applications is **January 31st** of each year.

Late applications will not be accepted and returned to the applicant.

If you have any questions regarding this application or the information required, please call (250) 720-2700.

[Signature]
Signature of Applicant

January 31, 2017
Date

For Office Use Only		
Amount Awarded:	Date Approved:	Participating Areas:

3. Please describe the services and benefits that your organization provides to the Alberni-Clayoquot:

Cherry Creek Community Recreation Commission sponsors an annual Halloween event for the community, complete with refreshments, a costume parade, prizes for each child, a bonfire and a fireworks display. We also coordinate and sponsor an annual "Christmas in the country" craft fair. We provide space for the many talented crafters and also organize the kitchen in order to provide lunch for the shoppers. This event is one of our primary fundraisers. In previous years, we have sponsored a Canada Day celebration that we will be foregoing this year due to the many events planned for the Canada 150 celebratory activities.

We have opened our doors and offer space to several youth groups including:

- Alberni District 4-H Council
- 2308 Army Cadets
- Girl Guides
- Sparks

Other groups that currently use or have used the Cherry Creek Community Hall include:

- Rock and Gem Club
- Alcoholics Anonymous
- SPCA for their annual fund raiser
- Kuu-Us Crisis Services
- Special Olympics
- Cherry Creek Waterworks District
- Cherry Creek Volunteer Firemen
- Co-ed Fitness Boot Camp
- Alberni Valley Kennel Club
- Yoga – including a class for seniors
- Polling station for provincial, federal, regional and school district elections

The community hall also provides rental facilities for such things as weddings, memorial teas, family reunions and family special occasions (birthdays, anniversaries and Christmas dinners).

We also maintain and provide services for a double tennis court and a large field that was previously used as a softball field. The field is often seen being used by dog owners walking and training their dogs. The field is also used for an annual Cherry Creek Volunteer Firemen's family weekend.

Our long term goals include refurbishing the tennis courts into pickle ball courts and establishing and erecting a large playground area with an array of playground equipment. The playground will be for the benefit of young families and their children and also for grandparents and their grandchildren.

We are in the process of establishing a preschool with a projected startup of September 2017. We are also currently in negotiations with a local Farmer's Market to operate out of the hall on Saturday's.

5. Please describe how the services provided by your organization fill a need in the community:

Cherry Creek Community Hall has been the heart of the Cherry Creek Community for over fifty years. With the closure of Cherry Creek School, this central facility has been needed more than ever for its residents. However, please note that the Cherry Creek Community Hall not only serves the residents of Cherry Creek, but all of the residents of the Alberni Clayoquot Regional District and the City of Port Alberni with its many special events and sponsorship of youth groups and community groups.

Cherry Creek Community Hall is a designated reception centre and is part of the Alberni Valley Emergency Program. The hall is located adjacent to the Cherry Creek Fire Hall and is available to assist in any kind of disaster. Cherry Creek Community Hall is set up to provide all reception needs including but not limited to registration, group lodging and feeding.

Cherry Creek Community Recreation Commission provides a space for many youth groups to hold their weekly meetings and annual events. It is also a facility that is available for non-profit organizations to hold fundraisers, meetings, banquets and annual general meetings.

6. Please list all other grants received and/or applied for from other Governments or Service Organizations:

Cherry Creek Community Recreation Commission applied to the Gaming Policy and Enforcement Branch Licensing and Grants Division for a gaming grant to assist in operating costs. However, we were declined because our programs did not fit their eligibility criteria.

In 2016, we were able to leverage the \$20,000 received from the Alberni-Clayoquot Regional District and were successful in obtaining an additional \$20,000 from the Canada 150 Infrastructure grant funding. With your assistance, we now have a new roof over the entire hall area and have replaced the windows with more energy efficient windows, which also help in the curb appeal of the building.

8. (c) A brief report outlining what the Grant-in-Aid would be used for:

Cherry Creek Community Hall is over fifty years old. We are slowly updating and replacing our aging infrastructure. Our next project is to update our kitchen with new cupboard doors, hardware, laminate countertop and new lighting. The kitchen will also be painted to enhance the new décor. This will make the kitchen more appealing and

serviceable to large banquets, dinners and catering services. This will greatly enhance our ability to rent the hall for special events and large rentals for such things as weddings.

We are requesting a one-time grant-in-aid in the amount of \$20,000 to cover the cost to refurbish the kitchen. We have received a quote from a local contractor who is also willing to donate some volunteer hours to the project. The volunteer board will also donate volunteer hours as their in-kind contribution to the project.

With the loss of our gaming license, we struggle to meet the operating costs. Operating costs include, telephone, hydro, insurance, general hall maintenance and janitorial services. Cherry Creek Community Recreation Commission is working very hard towards achieving sustainability. Our goal is to have sufficient rental income and fundraising efforts in order to cover the annual operating costs. In order to achieve this goal, we are actively marketing and promoting hall rentals through a variety of avenues in order to increase our rental income.

Cherry Creek Community Recreation Commission is run by a board that volunteers many hours in order to continue offering community services and to sponsor our youth groups and non-profit organizations. We have spent countless volunteer hours on the maintenance of Cherry Creek Hall. We continue to do smaller capital repairs as funds become available. However, we do not have any funds to cover leasehold improvements.

Thank you for your consideration in this matter.

REQUEST FOR DECISION

To: Russell Dyson, CAO; and
Board of Directors, Alberni-Clayoquot Regional District

From: Mike Irg, Manager of Planning and Development

Date: December 1, 2016

Subject: Building Setbacks from Water Courses, Lakes and Ocean

Recommendation:

THAT the Board of Directors:

Instruct staff to prepare a Zoning Bylaw text amendment to amend Section 6.2: increasing the vertical setback to 4 metres from the natural boundary of a water course, water body, lake or ocean; increasing the horizontal setback to 15 metres from the natural boundary of a water body, lake or ocean; and limiting the ceiling height of any non-habitable space within the 4 metre vertical setback to 1.5 metres or less.

Desired Outcome:

Increase the minimum setback from natural boundary of water bodies and water courses in response to recurring high water events.

Summary:

Section 6.2 of the ACRD Zoning Bylaw regulates the location and siting of buildings, including vertical and horizontal setbacks from water courses, lakes and ocean. Recent heavy rain events have resulted in provincial flood warnings being issued. As a result, some directors have asked planning staff to look at the current setback requirements. The focus of this memorandum is on vertical and horizontal setbacks from the rivers, streams, lakes and ocean.

There are several options available to the ACRD listed below. Staff recommends amending the water setbacks in the current Zoning Bylaw and in the new draft Zoning Bylaw. The current vertical setback is 2 feet (0.61 metres) above the 200-year flood level or were it cannot be determined, 10 feet (3 metres) above the natural boundary for habitable space. The horizontal setback is 100 feet (30 metres) from streams and rivers and 25 feet (7.5 metres) from lakes and ocean. These regulations have been in place since the current Zoning Bylaw was adopted in the early 1970's.

Staff recommends three changes to the water setbacks; increasing vertical set back to 4 metres from 3 metres, increasing the horizontal setback from lakes and oceans to 15 metres from 7.5 meters, and limiting the height of any non-habitable story below the 4 metre vertical setback to 1.5 metres. There is limited flood level mapping in the ACRD. What is available is from 1997 and applies to the Somass River and some tributaries.

Background:

Our area is experiencing more frequent extreme rainfall events that result in high water, impacting both rivers and lakes. Section 6.2 of the current ACRD Zoning Bylaw regulates siting and location of buildings. These setback requirements are minimums, nothing prevents a property owner from building higher or farther back from the water.

While Sproat Lake has the highest concentration of homes in close proximity to water, this issue is not limited to Sproat Lake and impacts all Electoral Areas within the Regional District.

While flooding is an issue that crosses federal, provincial, and local government jurisdictions; building setbacks are regulated by local governments, through a Zoning Bylaw.

Time Requirements – Staff & Elected Officials:

This amendment requires staff time to prepare the bylaws, referrals and public hearing. An Electoral Area Director will be required to chair the public hearing.

Financial:

There are minimal financial impacts to the ACRD.

Policy or Legislation:

The *Local Government Act* sets the requirements for zoning and zoning amendments.

If the ACRD Board adopted new water setbacks, the new setback requirements would apply after the amending bylaw is adopted. Buildings and structures built prior to and conforming to all the zoning setbacks, would be considered legal non-conforming.

Options Considered:

There are four options available to the ACRD:

- 1) Amend the current Zoning Bylaw and include the new setbacks in the draft updated Zoning Bylaw;

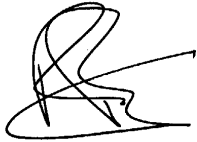
- 2) Include the new setbacks in the draft updated Zoning Bylaw.
- 3) Create Development Permit Areas.
- 4) Leave the current water setbacks in place.

Staff recommends option 1. The Zoning Bylaw applies to all electoral areas of the ACRD and allows for a consistent application of setbacks to all watercourses and water bodies. While development permits can be used, a development permit needs to be included in OCP, is not a setback, and OCPs do not apply to the entire Regional District.



Submitted by: _____

Mike Irg RPP, MCIP
Manager of Planning and Development



Approved by: _____

Russell Dyson, Chief Administrative Officer