



Alberni-Clayoquot Regional District

ELECTORAL AREA DIRECTORS COMMITTEE – FINANCIAL PLANNING MEETING

TUESDAY, FEBRUARY 11, 2014, 1:30 PM

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

AGENDA

	PAGE #
1. <u>CALL TO ORDER</u>	
2. <u>APPROVAL OF AGENDA</u> <i>(motion to approve, including late items requires 2/3 majority vote)</i>	
3. <u>REQUEST FOR DECISIONS & BYLAWS</u>	
a. REQUEST FOR DECISION Re: 2014-2018 Financial Plan – Vancouver Island Regional Library	3-30
<i>That the Electoral Area Directors review the Vancouver Island Regional Library proposed budget and approve to be included in the first reading of the 2014-2018 Alberni-Clayoquot Regional District Financial Plan.</i>	
b. REQUEST FOR DECISION Re: 2014-2018 Financial Plan – Management of Development – Rural Planning	31-34
<i>THAT the Electoral Area Directors review the Management of Development - Rural Planning proposed budget, make amendments if required, and approve to be included in the first reading of the 2014-2018 Alberni-Clayoquot Regional District Financial Plan.</i>	
c. REQUEST FOR DECISION Re: 2014-2018 Financial Plan – Building Inspection	35-38
<i>THAT the Electoral Area Directors review the Building Inspection proposed budget, make amendments if required, and approve to be included in the first reading of the 2014-2018 Alberni-Clayoquot Regional District Financial Plan.</i>	
d. REQUEST FOR DECISION Re: 2014-2018 Financial Plan – Electoral Area Administration	39-41
<i>THAT the Electoral Area Directors review the Electoral Area Administration proposed budget, make amendments if required, and approve to be included in the first reading of the 2014-2018 Alberni-Clayoquot Regional District Financial Plan.</i>	

4. UNFINISHED BUSINESS

5. LATE BUSINESS

6. ADJOURN



REQUEST FOR DECISION

To: Electoral Area Directors Committee

From: Teri Fong, CGA, Manager of Finance

Meeting Date: February 11, 2014

Subject: Vancouver Island Regional Library

Recommendation:

That the Electoral Area Directors review the Vancouver Island Regional Library proposed budget and approve to be included in the first reading of the 2014-2018 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 2014-2018 Financial Plan from the organization.

Financial:

The requisition is 6.65% higher than that of the prior year. The residential tax rate has increased from \$0.185 to \$0.198 per \$1,000 of assessed value.

Submitted by: _____

Teri Fong, CGA, Manager of Finance

Approved by: _____

Russell Dyson, Chief Administrative Officer



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2014-2018 FINANCIAL PLAN
 VANCOUVER ISLAND REGIONAL LIBRARY
 PARTICIPANTS: ELECTORAL AREAS

Draft for discussion
 purposes only

Line	History			Budget					Line
	2013 ACTUAL	2013 PLAN		2014	2015	2016	2017	2018	
REVENUE									
1	\$ 6,213	\$ 6,212	Surplus (deficit) from prior years	\$ 6,812	\$ -	\$ -	\$ -	\$ -	1
2	366,788	366,788	Tax requisition	391,188	422,100	441,500	461,900	484,200	2
3	11,431	5,000	Grant in lieu of taxes	5,000	5,000	5,000	5,000	5,000	3
4	\$ 384,432	\$ 378,000	TOTAL REVENUE	\$ 403,000	\$ 427,100	\$ 446,500	\$ 466,900	\$ 489,200	4
EXPENDITURES									
5	\$ 3,000	\$ 3,000	Administrative charge	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	5
6	374,620	375,000	Operating costs	400,000	424,100	443,500	463,900	486,200	6
7	\$ 377,620	\$ 378,000	TOTAL EXPENDITURES	\$ 403,000	\$ 427,100	\$ 446,500	\$ 466,900	\$ 489,200	7
8	\$ 6,812	\$ -	FINANCIAL PLAN BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	8
9	6,213	6,212	Deduct: Surplus from previous year	6,812	-	-	-	-	9
10	\$ 599	-\$ 6,212	ANNUAL SURPLUS/(DEFICIT)	-\$ 6,812	\$ -	\$ -	\$ -	\$ -	10

(for Financial Reporting purposes)



**VANCOUVER ISLAND
REGIONAL LIBRARY**

Adopted

2014 - 2018 Financial Plan



Strong Libraries • Strong Communities

Adopted September 14, 2013 by the Vancouver Island Regional Library Board of Trustees

Index

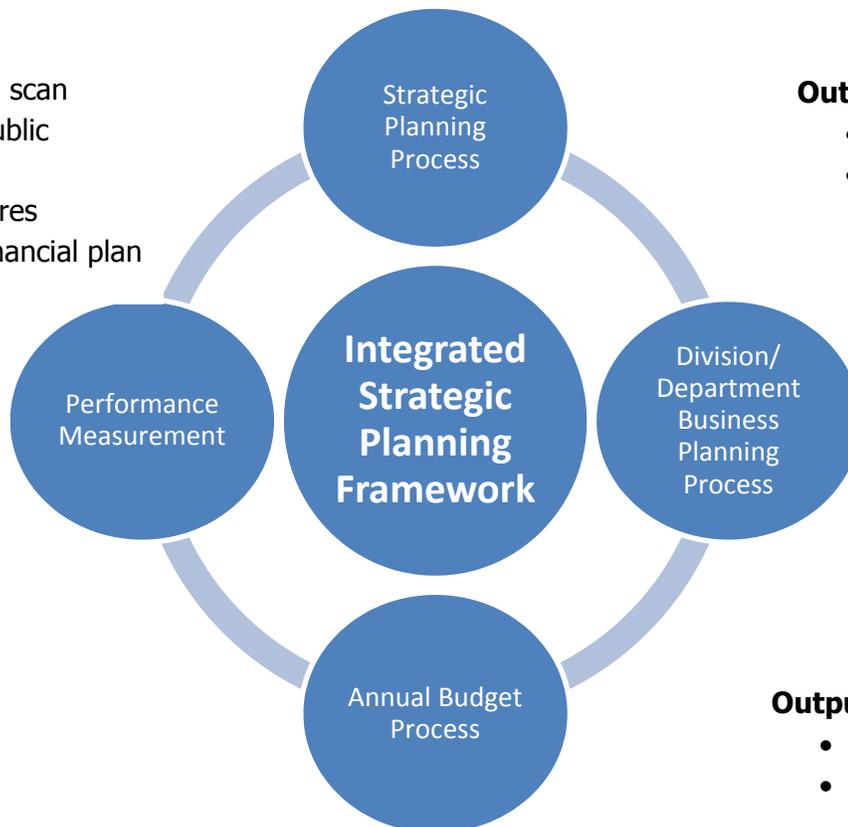
	Page
Integrated Strategic Planning Framework	1
Strategic Priorities	2
Vancouver Island Regional Library Executive Committee and Senior Management Team	3
Executive & Budget Summary	4
Business Cases:	
Information Technology Staffing	10
Development of the VIRL Internal Intranet	11
Service Delivery Model / eLibrary	14
Harbourfront Branch Renovation	18
Port Renfrew Branch Staffing and Hours of Operation	19
Reserve for Outfitting New and Expanded Facilities	21
Member Levies	22
Conclusion: Executive & Budget Summary	23

Integrated Strategic Planning Framework



Inputs:

- Environmental scan
- Staff/Board/public participation
- Output measures
- Long-range financial plan



Outputs:

- Goals & objectives
- Strategic initiatives to achieve goals/objectives

Outputs:

- Divisional business goals
- Align to strategic goals & objectives
- Key performance measures

Strategic Priorities

Strategic Priority 1: Collection

Vancouver Island Regional Library will continue to develop its collection, enhance access to its collection, and build a maximum degree of diversity in the collection to provide the greatest choices possible for customers in both small and large branches.

Strategic Priority 2: Communications with our Stakeholders

Vancouver Island Regional Library will foster strong external and internal communications and promote a broad awareness of the library and its diverse range of resources, services and programs to ensure their optimal use.

Strategic Priority 3: Facilities & Operations

Vancouver Island Regional Library will be welcoming places and community hubs for the informational, inspirational, cultural, and recreational needs and interests of our diverse customers and communities.

Strategic Priority 4: Information Technology

Vancouver Island Regional Library will optimize the use and benefits of technology to enhance the library experience for customers, and develop library branches as learning facilities for information technology.

Strategic Priority 5: Delivery of Quality Service

Vancouver Island Regional Library will have a supportive work environment that embraces a culture of continuous improvement and enables all staff to provide high-quality, cost-effective service that meets customer's constantly changing needs for library services.



2013 Vancouver Island Regional Library Executive Committee



Brenda Leigh
Vice-Chair



Bruce Jolliffe
Chair



**Ronna-Rae
Leonard**
Past Chair



Dave Rushton



**Gaby
Wickstrom**



George Holme



Mel Dorey



Penny Cote



Ron Kerr



Sue Powell

Joe Bratkowski (not pictured)

Senior Management Team



Adrian Maas, CGA
Director of Finance



Rosemary Bonanno,
BA MLS
Executive Director



Harold Kamikawaji,
BComm, CHRP
Director of Human Resources

Executive Summary

The Executive Committee is pleased to present the 2014 -2018 Financial Plan to the Trustees of the Vancouver Island Regional Library Board. The budget is intended to serve as a policy document, financial plan, operations guide and a communications device. We are presenting the budget as a holistic overview of the Board's operations and associated budgets. In addition to the financial overviews, the budget document incorporates information about the jurisdictions we serve, the strategic plan, financial policies, and a look at the future. Staff from across a variety of disciplines have assisted in the development and the refinement of this document. As a result of the Board's adoption of a financial management strategy through previous progressive business practices and prudent policies a course has been set to rectify a period of reluctance and languor. Not always a popular course, but strong leadership and dedication by Board and staff has set the course for Vancouver Island Regional Library to be the hub of every community and a relevant civic institution in the lives of our customers.

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 the tax dollar spent. This year's budget continues to build on those core values and successful business practices. The process is embedded in the following principles and actions:

Managing the future

- Looking to the future by creating multi-year budgets
- 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
- 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.

Fostering Continuous Collaboration

- Continuous efforts to collaborate with our community partners

Collaboration and engagement is essential to ensure Vancouver Island Regional Library is relevant to the people it serves.

Highlights & Achievements

BY THE NUMBERS

Vancouver Island Regional Library

Visitors:	2,660,395
Number of programs:	2,958
Number of program attendees:	60,425
Number of items borrowed:	4,488,333



In 2012 three service locations were redeveloped and reopened: Bella Coola, Quadra Island and Gabriola Island. Business, community collaboration and engagement increased.

Bella Coola Branch

Visitors:	8,633
Number of programs:	18
Number of program attendees:	273
Number of items borrowed:	28,857



Quadra Island Branch

Visitors:	39,338
Number of programs:	16
Number of program attendees:	400
Number of items borrowed:	82,737



Gabriola Island Branch

Visitors:	34,066
Number of programs:	29
Number of program attendees:	507
Number of items borrowed:	83,432



Staff worked diligently in 2012 delivering quality service to our customers:

- What's Happening At Your Library (Programming Guide)
- Deployed a discovery layer on the public access catalogue
- Electronic offerings grew through the delivery of Freegal & Zinio
- Series of virtual workshops offered to staff
- Partnerships in 2012

This is a pivotal point in the delivery of the facilities master plan. The pent up demand for new and updated facilities has been met for the moment. Our community is telling us different. We have taken advantage of opportunities that have arisen and have pushed the envelope. Capacity has been reached physically and financially. The next stage is one of assessing, developing and replenishing reserves! But it is imperative to "stay the course."

As previously stated the performance measures speak for themselves. Past investment has reaped double digit growth. Three million visitors walked through our doors physically or virtually in 2012 and over five million items were enjoyed.

The focus of the 2014 budget is harnessing the advantage that technology can bring to Vancouver Island Regional Library. Financial commitment in technology infrastructure will extend the reach of service delivery, contain internal and external communication and training costs plus leverage the current investment in technology.

Budget Summary

The 2014 - 2018 Financial Plan is firmly grounded in the deliverables designated by the Board and follows the direction provided by and supported by the Executive Committee. It moves the Strategic Plan forward. The pace of facility development will be slower than in the previous two year period, as it provides the opportunity for assessing, developing and replenishing reserves.

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 have been remedied.

Adopted 2014 – 2018 Financial Plan Executive & Budget Summary

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. These spikes are well documented by the accounting firm BDO, who studied the matter over a ten year period and found that where year over year zero increases occur the average increase in year three amounted to 14.7 percent. Recognizing that longer term restrictions would also mean longer term solutions, a 10 year incremental plan was adopted in 2010 for the years following.

With the focus over the last 24 months on the development and redevelopment of purpose built libraries, limited manpower has restricted our ability to reduce the deferred maintenance list in a more timely fashion. Opportunities of scale are quickly lost on maintenance if meaningful change is not made all at once and costs rise if resources are applied too thinly in isolated problems. Saying that, the focus on new branch development has positively impacted the deferred maintenance list as eight new facilities will not need maintenance on an urgent basis. Routine maintenance and schedules will ensure our physical plants are not neglected as in the past.

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 & Reserves Levy, the priorities are as follows:

1. Nanaimo Harbourfront Branch (Board owned facility)
2. Port Hardy Branch (potential H&S maintenance)
3. Tahsis Branch (potential H&S maintenance)
4. Sidney/North Saanich Branch (potential H&S maintenance)
5. Campbell River Branch (potential H&S maintenance)

Maintenance at Sooke Branch and Chemainus Branch will not be pursued at this time as the Board is currently in discussion with both jurisdictions regarding new facilities in the near immediate future.

Further efficiencies were realized due to the purchase of Nanaimo Harbourfront Branch of approximately 1% which supports the statement that any inflationary effect is largely contained.

Adopted 2014 – 2018 Financial Plan Executive & Budget Summary

The 2014 - 2018 Financial Plan includes:

Vancouver Island Regional Library Significant Impact Items

Summary Impact of Core Adjustments & Decisions Made in prior years or by Others	\$ Cost	% on Member Levies	\$ Cost Per Capita
Miscellaneous Reductions In Revenues	(32,344)	-0.19%	(0.08)
BCGEU Wages 2.5%	53,895	0.31%	0.13
CUPE Wages 2.5%	113,968	0.65%	0.27
Exempt Wages 2.5%	34,030	0.19%	0.08
Effect of Agreed Contract changes	201,892	1.16%	0.48
Effect of Benefits on Wages	84,795	0.49%	0.20
Medical Services Plan 2 consecutive 6% increases	23,476	0.13%	0.06
BC Hydro Costs increasing	17,617	0.10%	0.04
Fuel Costs increasing	25,850	0.15%	0.06
Increase in Canada Post Book Rate 4.8%	32,953	0.19%	0.08
Library Materials - 3%	68,845	0.39%	0.16
Total of Above Items	423,085	2.42%	1.01
Harbourfront Rental Income	(49,000)		
Harbourfront Lease Costs	(486,043)		
Harbourfront Debt Repayment	508,012		
Harbourfront Taxes	(138,000)		
Insurance costs			
Net Annual Savings purchasing Harbourfront year 1	(165,031)	-0.94%	(0.39)
Nanaimo North Debt Repayments			
Anticipated costs of debt	(545,000)		
Actual Costs of Debt	402,641		
Temporary Accommodation Leases	118,369		
Taxes temporary accommodations	14,000		
North Nanaimo Future years will benefit	(9,990)	-0.06%	(0.02)
Savings from Facility transactions	(175,021)	-1.00%	(0.42)

Adopted 2014 – 2018 Financial Plan Executive & Budget Summary

Vancouver Island Regional Library Full Time Equivalency Comparison

<u>2014</u>	<u>EXEMPT</u>	<u>LIBRARIANS</u>	<u>CLERICALS</u>	<u>PAGES</u>	<u>TOTAL</u>	<u>CHANGE</u>
Executive Director's Office	2.40				2.40	0.00
Systems & Network	1.00	1.00	5.02		7.02	3.00
Communications and Strategic Int.	2.00		1.06		3.06	0.00
Technical Services		1.00	8.08	0.74	9.82	0.03
Finance/Accounting	2.00		3.25		5.25	0.00
Purchasing			2.58		2.58	0.00
Shipping & Receiving			3.61		3.61	-0.03
Human Resources	3.00				3.00	0.00
Facilities	1.00		1.00		2.00	0.00
Public Services	3.00	37.11	91.67	22.16	153.94	11.77
TOTALS	14.40	39.11	116.27	22.90	192.68	14.77

<u>2013</u>	<u>EXEMPT</u>	<u>LIBRARIANS</u>	<u>CLERICALS</u>	<u>PAGES</u>	<u>TOTAL</u>	<u>CHANGE</u>
Executive Director's Office	2.40				2.40	-0.60
Systems & Network	1.00		3.02		4.02	0.01
Communications and Strategic Int.	2.00		1.06		3.06	1.01
Technical Services		1.00	8.05	0.74	9.79	1.79
Finance/Accounting	2.00		3.25		5.25	0.00
Purchasing			2.58		2.58	-0.02
Shipping & Receiving			3.64		3.64	0.00
Human Resources	3.00				3.00	-1.00
Facilities	2.00				2.00	1.00
Public Services	3.00	33.86	84.86	20.45	142.17	4.12
TOTALS	15.40	34.86	106.46	21.19	177.91	5.81

Further to that the Executive Committee supports and recommends the Business Cases for the following 2014 initiatives:

Business Case: Information Technology Staffing

Background/Overview

Vancouver Island Regional Library has a fairly complex information technology infrastructure support directed by 4 full time equivalents (FTE). The department supports over 500 computer workstations, 400 connected devices, 100 printers, 200 pieces of networking hardware and infrastructure distributed across 40 physical locations. Each location is connected via a Virtual Private Network (VPN) through Internet connections provided by 10 different vendors to the administrative building on Hammond Bay Road.

The staffing complement in the department has remained stagnant over the past ten years. Due to the continual evolution of technology and the increased reliance on technology to support and deliver services to the end user, the current demand exceeds the department's ability to deliver. On average most government organizations operate on a ratio of 100:1 computers to technicians. VIRL currently operates at a ratio of 210:1. Comparable regional libraries in British Columbia operate at a substantially lower rate than VIRL: Fraser Valley Regional Library 160:1, Greater Victoria Public Library and Okanagan Regional Library 128:1.

Proposal

Increasing the department by one FTE staff could focus their energies on optimizing and improving upon the services delivered at the branch level. The department could transform from a perpetual reactive state to a proactive state. The device to technical ratio will change to 156:1. Further to that, a recent graduate would offer a skill set to VIRL that would support the maintenance of the internal website, the external website and the eLibrary.

Economic Impact

1 FTE Staff (CUPE)	\$52,360
Benefits	\$21,990
Total represents .43% on member levies or \$0.18 per capita	\$74,350

Analysis of alternative approaches and/or deferment

Senior Management deems this as a priority. Not to move forward on this initiative would compromise the provision of service and the department's ability to meet daily operational issues in a timely fashion; not to mention the challenges of deploying new hardware, once again in a timely fashion. This request was brought forward during the 2013 budget deliberations. The Board deemed it was not a priority at that time. To do nothing puts VIRL infrastructure at risk.

Business Case: Development of the VIRL Internal Intranet

Background/Overview

Vancouver Island Regional Library is the fourth largest library system in British Columbia. We serve over 430,000 people on Vancouver Island, Haida Gwaii and Bella Coola on the Central Coast through 38 branch libraries, an eLibrary and a Books by Mail Service. VIRL's holdings number almost one million items. We employ 360 people to deliver those services. It is imperative that we have a robust internal communication process to ensure staff are current with Board policy, strategic plans, new initiatives and process and procedures.

In 2012 VIRL partnered with the University of British Columbia and sponsored a library student as part of the school's practicum opportunities. Nathan Kwan was charged with reviewing VIRL's internal staff communication intranet, *The Spine*. Over the course of three months Nathan analyzed the architecture of the site, the content and usability, and conducted a series of focus groups with staff. His findings are quite staggering. They are as follows:

- The current information architecture of the SPINE is not useful. In its current iteration, the information that is shared on the SPINE is arranged according to its origins based on the organizational chart. This results in illogical locations for information. The organizational structure of VIRL also seems to change frequently, and basing information architecture on a fluid system may be inefficient.
- Search function of the SPINE is not functional. Participants often mentioned the inability of the 'search' function on the current intranet to retrieve any relevant content. This may be a result of intranet content not receiving enough useful metadata to be indexed and retrieved effectively.
- Intranet content is deeply buried. Participants commented on the inefficiency of finding information on the current intranet. Most of the content requires more than 4 'clicks' to reach, if no difficulties are encountered in seeking the content. Many staff mentioned that it was often much faster to simply phone other staff and ask for their knowledge / expertise than spend the time diving deep into the intranet to retrieve content. This issue may reflect a general acceptance of modern Web practice, in which content should take no more than 2 – 3 clicks to arrive at. The thoroughly "linked" model of wikis was mentioned as a possible solution to making content available in a variety of contexts. For example, an HR form could be linked both from the 'HR' section of the site, as well as the 'forms' section.
- Confusion surrounding the role of the M: drive in relation to the intranet. Many staff mentioned that M: drive access would be very helpful in their daily workflow, although many participants were also confused about the existence of two separate tools.



(Cont'd: Development of the VIRL Internal Intranet)

- The current intranet (SPINE) is static and 'siloed'. The participants commented on the fact that the intranet content does not change very often, resulting in the retrieval of outdated or changed policies or forms. They also mentioned that the intranet site as a whole seems to be composed of several smaller sites, each supervised by a different department, and that these departments did not seem to communicate about the intranet.
- Inability of staff to contribute and engage with current intranet. Many participants mentioned that they would appreciate the ability to contribute to intranet content, and perhaps form user groups with different information needs and functions (for example, creating a branch-specific information sharing space). The inclusion of a space for non-work related engagement (such as staff personal announcements or a staff classified ads component) was also mentioned multiple times as a way to increase user engagement with the site.

Proposal

Good communication is one of the keys to business success. As the library business evolves it is imperative that we keep our staff cognisant of day to day operational requirements, changes taking place within the organization, and changes taking place in the field of libraries and literacy. Redevelopment of *The Spine* will ensure that it functions as a collaborative tool to coordinate communication for workgroups and project teams, creating a unified knowledge community, underpinned by a central environment for knowledge sharing and management.

By way of example, VIRL produces a paper procedures manual called "The Business Manual". In 2011, 70 manuals were printed. Each manual is approximately 500 double-sided pages in length, equal to one ream of paper. The cost of the binders, printing and in-house labour was approximately \$8,400.00 and 7 cartons of copy paper (see below). In the long term a functional intranet will save the organization money.

(Cont'd: Development of the VIRL Internal Intranet)



7 cartons of copy paper (quantity required for printing of VIRL Business Manuals)

Economic Impact

Funding for this initiative would come from the prior year's reserve, therefore having no direct impact on member levies.

Development / Start-up costs are as follows:

Intranet Software (Intranet Dashboard)	\$35,000
Training/Setup	\$10,000
Site configuration/data load	\$20,000
Infrastructure costs	\$10,000
Total	\$75,000

Analysis of alternative approaches and/or deferment

Senior management deems this initiative as a priority. To do nothing would further compromise the internal communications systems, in the long run escalating costs for internal communications. Leveraging current technology will provide a stable financial environment for the development of the intranet, offsetting the costs of communicating in the world of paper.



Business Case: Service Delivery Model/eLibrary

Background/Overview

Over the years the Board has struggled in attempting to provide library facilities in isolated communities, resulting in poor investment decisions that did not serve the population or the Board well. This was one of the motivating reasons for the commissioning of the Comprehensive Facility Plan and the development of the Facility Policy and the resulting service delivery models and standards.

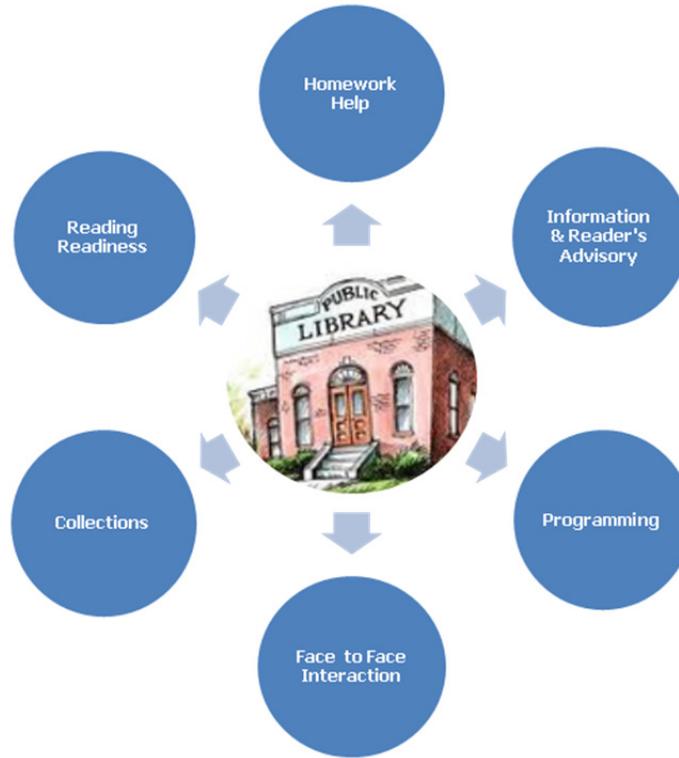
At its meeting of April 6, 2013 the Board directed staff to review the recommendations in the *Proposed Revisions to the Service Delivery Model* report during the budget deliberation process.

The Board charged senior staff with developing a service option for the remote isolated library customer over and above Books by Mail. Providing physical locations for communities that will not meet the population threshold requirements is fiscally prohibitive at this time considering the development and maintenance issues facing the Board. In an effort to reach those isolated communities a solution could lie in staffing and taking the eLibrary to the community. Over the course of the last 5 years VIRL's eLibrary has evolved just like any other physical location. The eLibrary is located on the VIRL website. The performance indicators demonstrate that the eLibrary is a very successful service delivery model. Customers use it to search the catalogue, put holds on materials and download ebooks, magazines and music. They use the extensive database collection to conduct research. In 2012 the eLibrary had 362,591 visitors, 685,086 items were renewed online, and the database collections were accessed 61,956 times. Further to that VIRL has a "1-800" reference line and an online "ask a librarian" service. The latter two services are conducted "off the side of people's desk".

The eLibrary could be a viable service option for isolated communities if it was staffed. Currently the eLibrary is not staffed. Content development is sporadic and user education is non-existent. In VIRL service locations staff provide user education, programming and outreach. The eLibrary does not have dedicated staff.

(Cont'd: Service Delivery Model/eLibrary)

**'Bricks & Mortar'
Library**



'eLibrary'



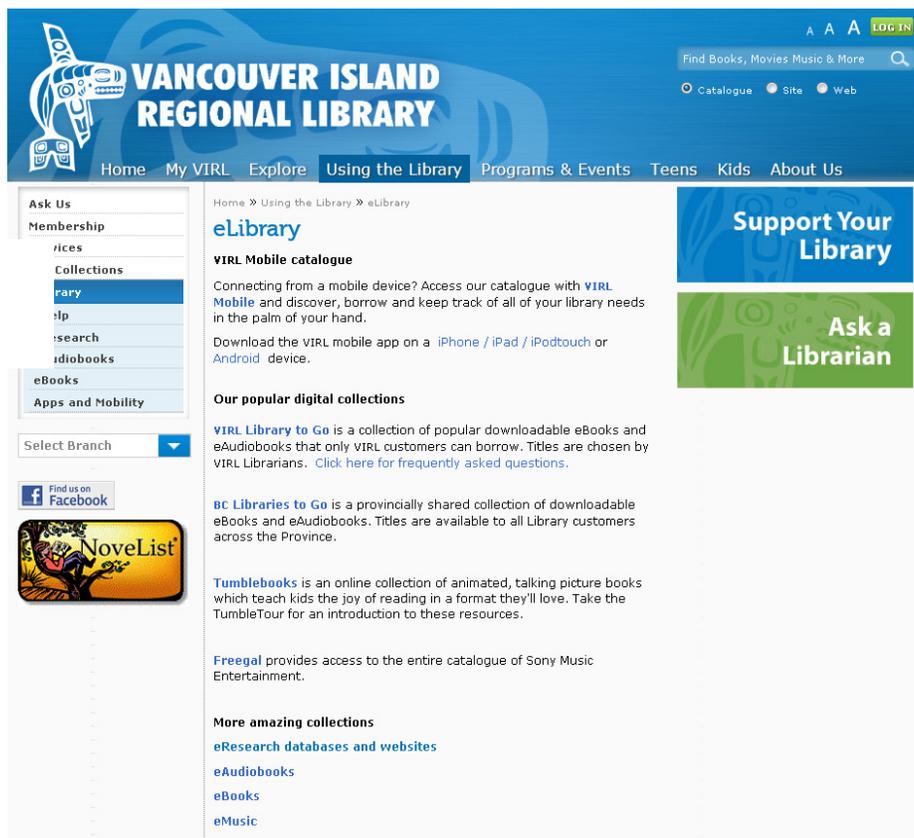
(Cont'd: Service Delivery Model/eLibrary)

Proposal

If permanent staffing was allocated to the eLibrary, the virtual presence could be strengthened and an outreach program could be developed for VIRL rural and remote libraries. Demonstrations could be conducted in community centres and / or community gathering places within the VIRL service area.

The development of the eLibrary would not jeopardize the existence of any current permanent service location and would not be a 'bookmobile' service.

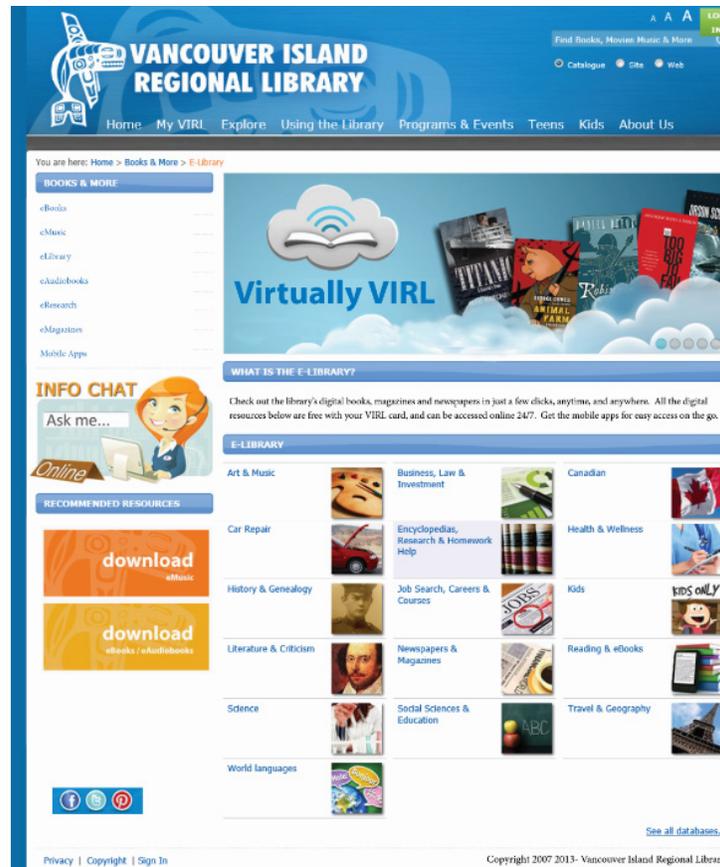
Current public website



The screenshot shows the Vancouver Island Regional Library website. The header includes the library logo and name, a search bar, and navigation links for Home, My VIRL, Explore, Using the Library, Programs & Events, Teens, Kids, and About Us. The main content area is titled 'eLibrary' and features sections for 'VIRL Mobile catalogue', 'Our popular digital collections', and 'More amazing collections'. The 'VIRL Mobile catalogue' section describes the mobile app and provides download instructions for iPhone/iPad and Android. The 'Our popular digital collections' section lists 'VIRL Library to Go', 'BC Libraries to Go', 'Tumblebooks', and 'Freemal'. The 'More amazing collections' section lists 'eResearch databases and websites', 'eAudiobooks', 'eBooks', and 'eMusic'. A sidebar on the left contains a navigation menu with links for Ask Us, Membership, Services, Collections, Library, Help, Research, Audiobooks, eBooks, and Apps and Mobility. There is also a 'Select Branch' dropdown menu and a 'Find us on Facebook' link.

(Cont'd: Service Delivery Model/eLibrary)

Potential public website



Economic Impact

1 Customer Services Librarian	\$56,620
Benefits	\$23,780
1 Web Content Developer	\$52,360
Benefits	\$21,990
Travel Budget	\$15,000
Total represents .97% on member levies or \$0.40 per capita	\$169,750

Analysis of alternative approaches and/or deferment

Senior management sees this as a priority. The investment in technology and the delivery of that technology will ensure VIRL remains a viable service option for the communities it serves. Our current electronic offering has not matured with the rate of the development in this field. Senior management feels strongly the electronic side of our business can no longer be ignored.

Business Case: Harbourfront Branch Renovation

Background/Overview

Nanaimo Harbourfront branch, built in 1997/98 was leased by VIRL for 15 years before being purchased in 2013. As a tenant with a triple net lease, we were responsible for maintenance however constrained finances led to continual deferment. In the fall of 2012 the Board authorized borrowing of \$9.5 million for the purchase and renovation of the branch. Due to an administrative issue only \$8.6 million was available for the actual purchase. The branch renovations could not be completed using borrowed funds as originally contemplated.

The value of the renovations lay in making the branch more functional, user friendly and in general updating the look and feel. Much of what was considered in the renovation planning process, which was halted when financing became an issue, can be considered maintenance related, for example replacement of flooring.

Proposal

That staff be authorized to continue with the planning and renovation with funding from other sources. Benefits include completing a large portion of deferred maintenance items, resulting in improved functionality and a more modern appearance and an increased focus on technological delivery of services.

Economic Impact

The purchase of Harbourfront branch with reduced borrowing has resulted in annual savings to the budget of \$165,000 (equivalent to .94% on member levies or \$0.39 per capita). The proposed method of financing using a combination of surplus (if one materializes in 2013), draws on the reserve for outfitting new and expanded branches or the long term maintenance reserve will result in **no increase to member levies**.

Analysis of alternative approaches and/or deferment

1. Borrowing ceased to be an option when an error in the wording of the alternative approval process question came to light. To proceed with borrowing would be problematic as it would entail resubmitting an amended question to the electorate and is not seen as a viable or practical solution.
2. Vendor financing is also not an option as the purchase is completed. It is interesting to note that the vendors did propose completing the purchase and did offer an extended payment plan which was rejected due to the lack of competition in the proposed process.

(Cont'd: Harbourfront Branch Renovation)

3. Financing using already established reserves (cash), or maintenance money results in no increase to member levies above what is already contemplated and will result in a competitive process, as once plans are completed a RFP (request for proposals) will be issued.

Proposed funding pending confirmation of the final scope of the project would be as follows:

Remaining funds held in Long Term Maintenance Reserve	\$233,220
Reserve for Outfitting New and Expanded Branches	\$600,000
2014 Maintenance funds	\$66,780
Estimated total	\$900,000

Business Case: Port Renfrew Branch Staffing and Hours of Operation

Background/Overview

In 2012 the Facility Policy was revised to include standards regarding service model hours of operation and staffing specifications.

Standards: Hours of Operation

Core Service Model:

- 5 days per week maximum
- 20 hours minimum to maximum 42 hours
- 2 consecutive closed days (contractual requirement)
- Variety of morning and evening hours
- Open hours between 10am - 8pm

Standards: Staffing Specifications

Core Service Model:

Classification

FTE

Page

> 0.5

Clerical

1 - 2.5

Technician

1 - Is assigned to the zone and works under the direction of a librarian

(Cont'd: Port Renfrew Branch Staffing and Hours of Operation)

Port Renfrew Branch is currently under redevelopment and will be moving to its new permanent location in the community centre effective the last quarter of 2013. As part of the 2013 budget deliberations it was suggested that hours of operations and staffing specifications be reviewed, as part of the budget / redevelopment process.

Proposal

Current Hours of Operation		Proposed Hours of Operation	
Monday	Closed	Monday	Closed
Tuesday	2:00 pm – 4:00 pm 6:00 pm – 8:00 pm	Tuesday	Closed
Wednesday	Closed	Wednesday	10:00 am – 1:30 pm
Thursday	2:00 pm – 4:00 pm	Thursday	10:00 am – 1:00 pm
	6:00 pm – 8:00 pm		2:00 pm – 5:00 pm
Friday	Closed	Friday	10:00 am – 1:00 pm
			2:00 pm – 5:00 pm
Saturday	Closed	Saturday	10:00 am – 1:00 pm
			2:00 pm – 5:00 pm
Sunday	Closed	Sunday	Closed
Total	8 hours	Total	21.5 hours

Economic Impact

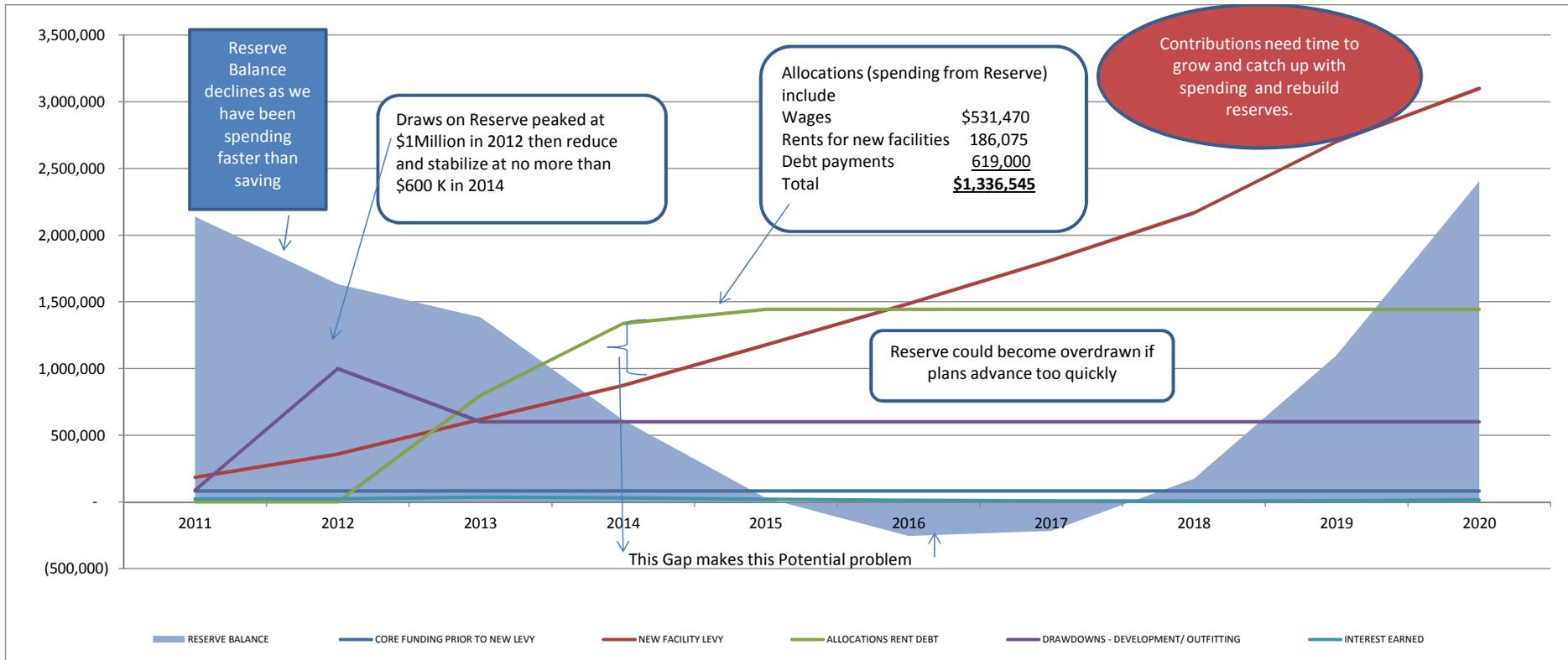
	Staff Hours	Wages	Benefits	Total
1 CUPE Staff	832	\$20,941	\$8,795	\$29,736
1 Page	208	\$2,142	\$171	\$2,313
Total represents 0.18% on member levies or \$.08 per capita.		\$23,083	\$8,966	\$32,049

Analysis of alternative approaches and/or deferment

Senior management has reviewed this business case in light of the Board's investment and the delivery of service. To do nothing would compromise the investment in the new quarters and would put the level of service at risk. Realigning the hours of operation to coincide with the hours of the Post Office will maximize staff efficiencies and enable customers to receive their materials more quickly.

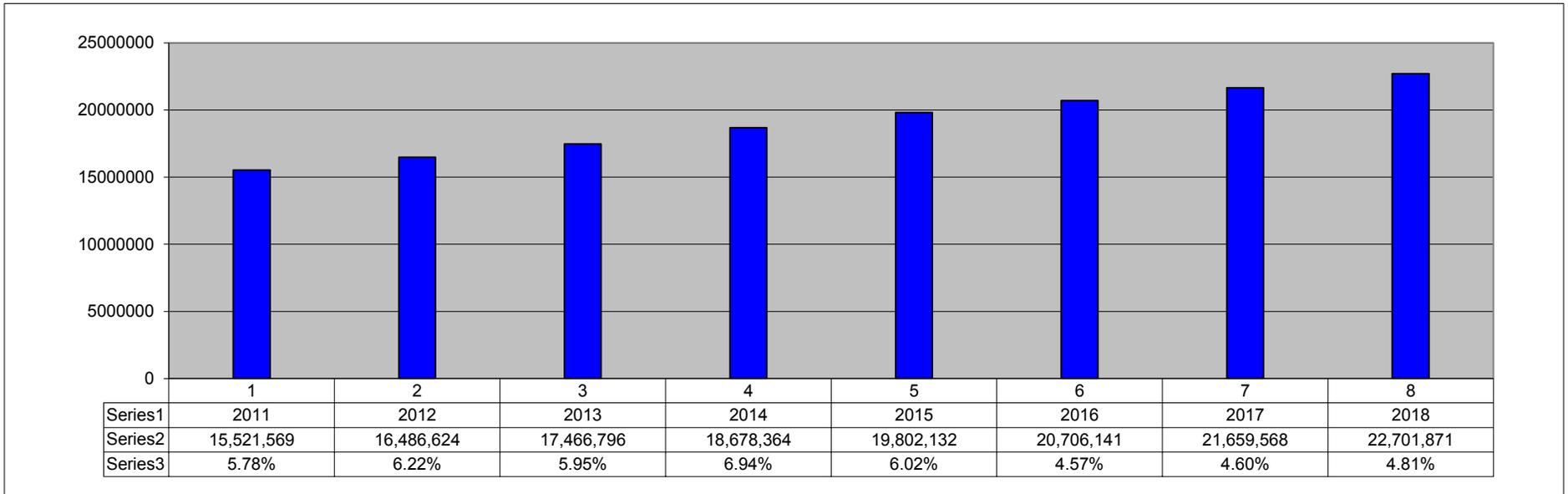
Vancouver Island Regional Library

Reserve for Outfitting New - Expanded Facilities



2011 2012 2013 2014 2015 2016 2017 2018 2019 2020
 (500,000) 500,000 1,000,000 1,500,000 2,000,000 2,500,000 3,000,000 3,500,000

Vancouver Island Regional Library Member Levies



	2014	\$	Per Cap	
Net effect of Inflation and other adjustments within operation	3.11%	542,416	1.29	
IT Staff	0.43%	74,350	0.18	
E Librarian / Support Technician	0.97%	169,750	0.40	
Port Renfrew - staffing	0.18%	32,050	0.08	
Maintenance Furniture Fixture and Equipment Levy	1.00%	174,667	0.42	Note: Approved by Board in June 2010 10 year plan Beginning in 2011 Special Levies of 1.0% - 5/8th to Maintenance, 3/8ths to Fixtures, Furniture & Equipment 1.25 % for Facilities Reserve
Facility Levy for 10 years beginning in 2011	1.25%	218,335	0.52	
	6.94%	1,211,568	\$ 2.89	

ITEMS IN BUDGET AND FUNDED BY NEW LEVIES

Nanaimo North - New Branch Staffing	2.02%	353,500	0.84
Cowichan Lake - New Branch Staffing	0.56%	97,750	0.23
	9.52%	\$ 1,662,818	\$ 3.96

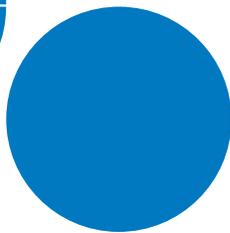
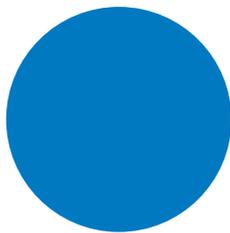
Item in Budget and Funded By Allocation from Prior Years Reserve

Development of VIRL Intranet	0.43%	75,000	0.18
------------------------------	-------	--------	------

TOTAL if all included and funded solely by tax Increase 9.95% 1,737,818 4.37

Conclusion

The net increase to the 2014 Financial Plan reflects an increase of 6.94% to member levies. The approval of the funding and the launch of the initiatives will keep library services relevant to the communities the Board serves. The deferred maintenance list will decrease modestly and the furniture, fixture and equipment levy will be replenished to ensure future facility development will be appropriately funded. Funding will be directed to harnessing the advantage found in the deployment of technology. The budget changes are more understandable when put in the context of an average of \$2.89 per capita, and remembering that multiple property classes share in the cost of libraries.



**Vancouver Island Regional Library
Administration**

Box 3333 – 711 Poplar Street
Nanaimo, BC Canada V9S 5L8
t: 250.758.4697 | e: info@virl.bc.ca



REQUEST FOR DECISION

To: Electoral Area Directors Committee

From: Teri Fong, CGA, Manager of Finance

Meeting Date: February 11, 2014

Subject: Management of Development – Rural Planning

Recommendation:

That the Electoral Area Directors review the Management of Development - Rural Planning proposed budget, make amendments if required, and approve to be included in the first reading of the 2014-2018 Alberni-Clayoquot Regional District Financial Plan.

2013 Highlights:

The Rural Planning service continued to be busy in 2013 as they were working on a number of projects including:

- Sproat Lake and Bamfield Official Community Plans – Initial public consultation was done and the plans were given first reading in 2013. Both plans will go to public hearing later this spring when more of their part-year residents return to the area.
- Beaver Creek Official Community Plan – Adopted in April 2013.
- In addition to regular applications, a significant number of development applications were received for Bamfield and the planning department is now working on them.

Upcoming for 2014:

The projects planned for 2014 include:

- Line 27 & 44 – The aerial photos are done every five years and cost the ACRD approximately \$50,000 each time. In order to eliminate the tax spike that occurs from this periodic cost the aerial photos have been moved from the operating budget to the capital reserve fund and the contribution to capital has been increased to fund these photos over time. This project is cost shared with Regional Planning.
- Line 30 – This mapping update project was budgeted in 2013 but has been delayed because it is being done in conjunction with our member municipalities who are in process of completing their data. The work is initially done by a surveyor who goes into the field and places ties to make the data more spatially correct then the ties are sent to GeoBC who perform the corrections. In 2011 the District of Tofino was completed, in 2012 the District of Ucluelet with Electoral Areas 'B', 'E', and 'F' was completed, and then in 2013 the City of Port Alberni was worked on. Once GeoBC is done with the data from the City then the ACRD can proceed with Electoral Areas 'A', 'C', and 'D'. Once completed, the information will be loaded into our CityView program and will be accessible throughout our organization. This project is cost shared with Regional Planning and an additional grant may be forth coming from Integrated Cadastral Information Society but it is unknown at this time and therefore a total of \$25,000 has been

budgeted to ensure completion.

- Line 31 – The completion of the Bamfield and Sproat Lake Official Community Plans in 2014 then an update of the Long Beach Official Community Plan in 2015.
- Line 32 – A rewrite of the Regional District’s Zoning Bylaw. This project is a priority for the Planning Department this year and is an action item of the Regional District Strategic Plan.

Background:

This budget was developed with input from the Planning Department and Chief Administrative Officer.

Financial:

The requisition is 28.58% lower than that of the prior year. The residential tax rate has decreased from \$0.145 to \$0.106 per \$1,000 of assessed value.

Disclosure:

The prior year actual balances may yet change as 2013 invoices are still trickling in and year-end adjustments are still being completed.



Submitted by: _____

Teri Fong, CGA, Manager of Finance



Approved by: _____

Russell Dyson, Chief Administrative Officer



**ALBERNI-CLAYOQUOT REGIONAL DISTRICT
2014-2018 FINANCIAL PLAN
MANAGEMENT OF DEVELOPMENT - RURAL AREAS
PARTICIPANTS: ELECTORAL AREAS**

Draft for discussion purposes only

Line	History			Budget					Line
	2013 ACTUAL	2013 PLAN		2014	2015	2016	2017	2018	
REVENUE									
1	\$ 32,563	\$ 33,035	Surplus (deficit) from prior years	\$ 141,052	\$ -	\$ -	\$ -	\$ -	1
2	293,965	293,965	Tax requisition	209,948	281,800	275,200	278,600	292,100	2
3	7,000	7,000	Contracts with Municipalities	7,000	7,000	7,000	7,000	7,000	3
4	9,746	3,000	Grant in lieu of taxes	3,000	3,000	3,000	3,000	3,000	4
5	70,439	35,000	Sales of services	35,000	35,000	35,000	35,000	35,000	5
6	3,600	-	Other sources	-	-	-	-	-	6
7	\$ 417,313	\$ 372,000	TOTAL REVENUE	\$ 396,000	\$ 326,800	\$ 320,200	\$ 323,600	\$ 337,100	7
EXPENDITURES									
8	\$ 79,000	\$ 79,000	Administration charge	\$ 66,000	\$ 66,000	\$ 66,000	\$ 66,000	\$ 66,000	8
9	13,600	10,000	Capital fund contribution	35,000	15,000	15,000	15,000	15,000	9
10			<i>Labour & related costs</i>						10
11	2,620	3,000	Convention/professional development	3,000	3,000	3,000	3,000	3,000	11
12	142,688	158,000	Labour & benefits	165,000	168,300	171,700	175,100	178,600	12
13	-	500	Recruiting costs	500	500	500	500	500	13
14	145,308	161,500	Total labour & related costs	168,500	171,800	175,200	178,600	182,100	14
15			<i>Office costs</i>						15
16	4,724	7,000	Office operations	7,000	7,000	7,000	7,000	7,000	16
17	4,024	8,000	Computer operations	8,000	8,000	8,000	8,000	8,000	17
18	1,164	1,500	Memberships/subscriptions	1,500	1,500	1,500	1,500	1,500	18
19	9,912	16,500	Total office costs	16,500	16,500	16,500	16,500	16,500	19
20			<i>Other costs</i>						20
21	6,197	8,000	Advertising & publicity	8,000	8,000	8,000	8,000	8,000	21
22	50	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	493	2,500	Travel & accomodation	2,500	2,500	2,500	2,500	2,500	24
25	6,740	17,500	Total other costs	17,500	17,500	17,500	17,500	17,500	25



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2014-2018 FINANCIAL PLAN
 MANAGEMENT OF DEVELOPMENT - RURAL AREAS (continued)
 PARTICIPANTS: ELECTORAL AREAS

Draft for discussion
 purposes only

Line	History			Budget					Line
	2013 ACTUAL	2013 PLAN		2014	2015	2016	2017	2018	
	EXPENDITURES (continued)								
26	<i>Professional fees</i>								26
27	\$ -	\$ 5,000	Aerial photos	\$ -	\$ -	\$ -	\$ -	\$ -	27
28	1,000	10,000	Consultant costs	15,000	10,000	10,000	10,000	10,000	28
29	11,174	15,000	Legal costs	20,000	15,000	15,000	15,000	15,000	29
30	-	12,500	Mapping update	12,500	5,000	5,000	5,000	5,000	30
31	8,649	10,000	OCP rewrites	5,000	10,000	-	-	10,000	31
32	878	35,000	Zoning bylaw rewrite	40,000	-	-	-	-	32
33	21,701	87,500	Total professional fees	92,500	40,000	30,000	30,000	40,000	33
34	\$ 276,261	\$ 372,000	TOTAL EXPENDITURES	\$ 396,000	\$ 326,800	\$ 320,200	\$ 323,600	\$ 337,100	34
35	\$ 141,052	\$ -	FINANCIAL PLAN BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	35
36	13,600	10,000	Add: Transfer to reserves	35,000	15,000	15,000	15,000	15,000	36
37	2,900	2,900	Deduct: Estimated amortization not included	2,900	2,900	2,900	2,900	2,900	37
38	32,563	33,035	Surplus from previous year	141,052	-	-	-	-	38
39	\$ 119,189	-\$ 25,935	ANNUAL SURPLUS/(DEFICIT)	-\$ 108,952	\$ 12,100	\$ 12,100	\$ 12,100	\$ 12,100	39
	(for Financial Reporting purposes)								
	CAPITAL FUND								
40	\$ 36,707	\$ 36,708	Balance, beginning of year	\$ 47,161	\$ 64,361	\$ 80,261	\$ 96,361	\$ 82,461	40
41	10,000	10,000	Contribution from operating fund	35,000	15,000	15,000	15,000	15,000	41
42	454	400	Interest earnings	700	900	1,100	1,100	1,100	42
43	<i>Less - capital expenditures</i>								43
44	-	-	Aerial photos	-	-	-	30,000	-	44
45	-	2,500	Color printer^	2,500	-	-	-	-	45
46	-	7,500	Mapping software^	7,500	-	-	-	-	46
47	-	8,500	Plotter^	8,500	-	-	-	-	47
48	-	18,500	Total capital expenditures	18,500	-	-	30,000	-	48
49	\$ 47,161	\$ 28,608	BALANCE, END OF YEAR	\$ 64,361	\$ 80,261	\$ 96,361	\$ 82,461	\$ 98,561	49

^costs shared with Regional Planning



REQUEST FOR DECISION

To: Electoral Area Directors Committee

From: Teri Fong, CGA, Manager of Finance

Meeting Date: February 11, 2014

Subject: Building Inspection

Recommendation:

That the Electoral Area Directors review the Building Inspection proposed budget, make amendments if required, and approve to be included in the first reading of the 2014-2018 Alberni-Clayoquot Regional District Financial Plan.

2013 Highlights:

The Building Inspection service highlights for the year include:

- 81 building permits with a total value of \$8.2 million.
- 99 woodstove inspections.
- ACRD Building inspectors continue to provide coverage for the City of Port Alberni inspector when he is away.
- Entered into a contract for building inspection services with Toquaht Nation.
- Held an information session regarding the building code update with contractors and builders.
- The ACRD Building Inspectors covering the West Coast and the full time Building Inspector managing the property maintenance for the ACRD is working out well.

Upcoming for 2014:

The operations of the building inspection department consist of two building inspectors, one inspector four days per week and one inspector three days per week, plus the related expenditures. The department plans to purchase a new vehicle to replace the Jeep Liberty using the service's capital reserve fund.

Background:

This budget was developed with input from the Planning Department and Chief Administrative Officer.

Financial:

The requisition has risen by 5.17% from the prior year. The residential tax rate has increased from \$0.081 to \$0.087 per \$1,000 of assessed value.

Disclosure:

The prior year actual balances may yet change as 2013 invoices are still trickling in and year-end adjustments are still being completed.



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



Approved by: _____
Russell Dyson, Chief Administrative Officer



**ALBERNI-CLAYOQUOT REGIONAL DISTRICT
2014-2018 FINANCIAL PLAN
BUILDING INSPECTION
PARTICIPANTS: ELECTORAL AREAS**

Draft for discussion
purposes only

Line	History			Budget					Line
	2013 ACTUAL	2013 PLAN		2014	2015	2016	2017	2018	
REVENUE									
1	\$ 21,132	\$ 21,132	Surplus (deficit) from prior years	-\$ 2,753	\$ -	\$ -	\$ -	\$ -	1
2	162,868	162,868	Tax requisition	171,753	162,200	165,400	168,700	172,100	2
3	76,972	75,000	Sales of services	75,000	75,000	75,000	75,000	75,000	3
4	1,304	-	Contracts with Municipalities	-	-	-	-	-	4
5	5,076	1,000	Grant in lieu of taxes	1,000	1,000	1,000	1,000	1,000	5
6	429	-	Other sources	-	-	-	-	-	6
7	\$ 267,781	\$ 260,000	TOTAL REVENUE	\$ 245,000	\$ 238,200	\$ 241,400	\$ 244,700	\$ 248,100	7
EXPENDITURES									
8	\$ 18,000	\$ 18,000	Administration charge	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000	8
9	429	-	Capital fund contribution	10,000	10,000	10,000	10,000	10,000	9
10			<i>Labour & related costs</i>						10
11	1,053	2,000	Convention/professional development	2,000	2,000	2,000	2,000	2,000	11
12	156,656	154,000	Labour & benefits	159,000	162,200	165,400	168,700	172,100	12
13	157,709	156,000	Total labour & related costs	161,000	164,200	167,400	170,700	174,100	13
14			<i>Legal & professional fees</i>						14
15	77,038	60,000	Legal fees	30,000	20,000	20,000	20,000	20,000	15
16	1,060	1,500	Professional fees	1,500	1,500	1,500	1,500	1,500	16
17	78,098	61,500	Total legal & professional fees	31,500	21,500	21,500	21,500	21,500	17
18	5,689	8,500	Office costs	8,500	8,500	8,500	8,500	8,500	18
19			<i>Travel costs</i>						19
20	10,230	15,000	Automobile expenses	15,000	15,000	15,000	15,000	15,000	20
21	379	1,000	Travel & accomodation	1,000	1,000	1,000	1,000	1,000	21
22	10,609	16,000	Total travel costs	16,000	16,000	16,000	16,000	16,000	22
23	\$ 270,534	\$ 260,000	TOTAL EXPENDITURES	\$ 245,000	\$ 238,200	\$ 241,400	\$ 244,700	\$ 248,100	23
24	-\$ 2,753	\$ -	FINANCIAL PLAN BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	24
25	429	-	Add: Transfer to reserves	10,000	10,000	10,000	10,000	10,000	25
26	7,000	7,000	Deduct: Estimated amortization not included	7,000	7,000	7,000	7,000	7,000	26
27	21,132	21,132	Surplus from previous year	- 2,753	-	-	-	-	27
28	-\$ 30,456	-\$ 28,132	ANNUAL SURPLUS/(DEFICIT)	\$ 5,753	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	28



REQUEST FOR DECISION

To: Electoral Area Directors Committee

From: Teri Fong, CGA, Manager of Finance

Meeting Date: February 11, 2014

Subject: Electoral Area Administration

Recommendation:

That the Electoral Area Directors review the Electoral Area Administration proposed budget, make amendments if required, and approve to be included in the first reading of the 2014-2018 Alberni-Clayoquot Regional District Financial Plan.

Gas Tax Funding:

The Electoral Area Administration function includes the Federal Gas Tax grants and the following are status updates for the various water initiatives:

- Bamfield Water System – A rechlorination project was completed in 2013 and the primary focus of the remaining funding will be to reduce the disinfection byproducts in the system such as trihalomethanes (THM's). These improvements may consist of extending the water intake and creating artificial demand stations. Ultimately a water treatment system will be designed to meet Island Health's regulations. The water system is facing substantial challenges and solutions may be in excess of the communities capacity to pay.
- Beaver Creek Community Club – The upgrades to the Community Hall are expected to be completed this spring and staff will provide a report of the project to the Board upon completion.
- Beaver Creek Water System – The Kitsuksis Reservoir was completed in 2013 as was the Strick Road water main replacement. The Strick Road pump station was also started and completion is expected in March.
- Bell Road / Stuart Avenue water system – Preliminary design of the system is currently being completed and 2014 will see public consultation to determine the future of this system. The project is budgeted to be done in 2015.
- Cherry Creek Waterworks District (CCWW) – In the fall of 2013 the Electoral Area Directors reallocated \$340,000 of Gas Tax Funding from a potential project of joining the Beaver Creek and Cherry Creek water systems to providing CCWW the funds to replace a water main. An amendment to the original agreement has been sent to CCWW and staff are awaiting a detailed plan of the project from CCWW before presenting the amended agreement to the Board.
- Long Beach Airport – Upgrades planned for this year include well development and a treatment system. Consultation is ongoing with the funding partners Tla-o-qui-aht.
- Millstream water system – The engineering portion of the project to connect to the District of Ucluelet water system was done in 2013. It is anticipated that this project will be completed this year and the connection will be used for emergency circumstances only. Upgrades also include

replacing old AC water mains and hydrants.

There are no details available regarding how the Gas Tax program will continue.

Upcoming for 2014:

2014 is a local election year and therefore we have included a budget of \$30,000 to perform the Electoral Areas' elections. This is an estimate as there are many variables that determine the cost of running the election including how many areas require elections and whether or not the School District has an election as they will then cost share with the ACRD.

Background:

This budget was developed with input from the Manager of Environmental Services, Manager of Administrative Services and Chief Administrative Officer.

Financial:

The requisition has risen by 30.01% from the prior year. The residential tax rate has increased from \$0.036 to \$0.048 per \$1,000 of assessed value.

Disclosure:

The prior year actual balances may yet change as 2013 invoices are still trickling in and year-end adjustments are still being completed.

Submitted by: 

Teri Fong, CGA, Manager of Finance

Approved by: 

Russell Dyson, Chief Administrative Officer



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2014-2018 FINANCIAL PLAN
 ELECTORAL AREA ADMINISTRATION
 PARTICIPANTS: ELECTORAL AREAS

Draft for discussion
 purposes only

Line	History			Budget					Line
	2013 ACTUAL	2013 PLAN		2014	2015	2016	2017	2018	
REVENUE									
1	\$ 18,656	\$ 18,701	Surplus (deficit) from prior years	\$ 19,144	\$ -	\$ -	\$ -	\$ -	1
2	2,027,487	2,028,436	Committed surplus from prior year	1,620,742	281,552	25,552	-	-	2
3	73,299	73,299	Tax requisition	95,356	89,600	89,700	114,800	89,900	3
4	2,298	500	Grant in lieu of taxes	500	500	500	500	500	4
5	451,882	452,069	Federal government grant	-	-	-	-	-	5
6	23,634	10,000	Other sources	10,000	8,000	4,000	-	-	6
7	\$ 2,597,256	\$ 2,583,005	TOTAL REVENUE	\$ 1,745,742	\$ 379,652	\$ 119,752	\$ 115,300	\$ 90,400	7
EXPENDITURES									
8	\$ 35,000	\$ 35,000	Administration charge	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	8
9	5,024	7,500	Elections & referenda	30,000	5,000	5,000	30,000	5,000	9
10	461	1,000	Area 'A' - Bamfield administration	1,000	1,000	1,000	1,000	1,000	10
11	92	1,000	Area 'B' - Beaufort administration	1,000	1,000	1,000	1,000	1,000	11
12	-	1,000	Area 'C' - Long Beach administration	1,000	1,000	1,000	1,000	1,000	12
13	1,213	2,000	Area 'D' - Sproat Lake administration	2,000	2,000	2,000	2,000	2,000	13
14	124	1,000	Area 'E' - Beaver Creek administration	1,000	1,000	1,000	1,000	1,000	14
15	328	2,000	Area 'F' - Cherry Creek administration	2,000	2,000	2,000	2,000	2,000	15
16	10,673	10,000	AVICC dues & convention expenses	10,000	10,000	10,000	10,000	10,000	16
17	18,574	28,000	UBCM dues & convention expenses	28,000	28,000	28,000	28,000	28,000	17
18	3,620	4,000	Labour & benefits	4,000	4,100	4,200	4,300	4,400	18
19			<i>Gas tax initiatives</i>						19
20	38,107	482,851	Bamfield water system upgrades	444,744	-	-	-	-	20
21	12,693	25,000	Beaver Creek Community Club	12,307	-	-	-	-	21
22	815,105	967,600	Beaver Creek water system upgrades	152,495	-	-	-	-	22
23	-	-	Bell Road/Stuart Avenue water system	-	264,000	-	-	-	23
24	-	45,000	Cherry Creek Waterworks District	385,000	-	-	-	-	24
25	-	250,000	Long Beach Airport water system upgrades	250,000	-	-	-	-	25
26	16,356	121,000	Millstream Water System	104,644	-	-	-	-	26
27	-	-	Other gas tax rebate initiatives	-	-	29,552	-	-	27
28	882,261	1,891,451	Total gas tax initiatives	1,349,190	264,000	29,552	-	-	28
19	\$ 957,370	\$ 1,983,951	TOTAL EXPENDITURES	\$ 1,464,190	\$ 354,100	\$ 119,752	\$ 115,300	\$ 90,400	19