2027 VIRL Budget

Adopted September 12, 2026
By Vancouver Island Regional Library Board of Trustees

Vancouver Island Regional Library Administration

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

virl.bc.ca

2027-2031 Financial Plan Highlights

Background

Vancouver Island Regional Library (VIRL) delivers tremendous economies of scale and significant returns on investment, by working with 38 local governments across a 42K km^2 service area. Our collective services are a demonstrable commitment to livability and affordability in the region and are enjoyed by nearly a third of residents overall. These services include free access to dynamic programming and events, bookable meeting rooms, and 39 branches that are essential welcoming spaces in communities large and small.

VIRL has one of the largest public library collections in British Columbia, providing access to more than one million physical and digital items, including books, e-books, audiobooks, digital news, streaming services, children's materials, and much more. In 2026, VIRL celebrates its 90th year of serving communities as a regional public library system.

From a financial and budget perspective, the Audit & Finance Special Committee (AFSC) reviews the financial plan and operating and capital budgets recommended by staff and makes recommendations for changes or adoption by the Executive Committee at the Q3 meeting.

The 2027-2031 Financial Plan has been developed in conjunction with VIRL's foundational documents – including the 2023 Strategic Plan, Facilities Master Plan, and the Board of Trustees approved 2027-2031 Financial Plan Guidelines & Assumptions, which are:

1. Maintain VIRL's established service levels.
2. Reduce budgets for any maintained cost efficiencies and seek out additional cost efficiencies where these will not substantially impact VIRL's overall service levels.
3. Maintain the Capital levy at 1.37% for 2027. This is consistent with the capital levy increases maintained from 2024 through 2026.
4. Budget for collective agreement increases in accordance with enacted or forecasted collective agreements.
5. Budget for property lease commitments in accordance with contractual lease agreements.
6. Continue to focus on debt reduction, asset management contributions and maintenance and investment of VIRL's fully-funded reserve funds.
7. Compare the total levy increase with provincial or national projected inflation rates at the time of budget presentation, and mitigate levy increases wherever possible to achieve reasonable levies relative to the financial and economic climate in British Columbia.

Discussion

VIRL is funded primarily (95%) through levies from 38 member local governments, with remaining revenue (5%) from grants and other income. The annual budget is constrained by the availability of revenues, which fund the annual operating expenditures.

Staff have developed the draft Financial Plan using a zero-based budgeting approach. Zero-based budgeting is a recognized financial planning method where every dollar of income or expense must be justified, starting from a "zero base", ensuring financial resources are allocated according to current priorities, rather than using past budgets as a guide.

As part of the zero-based budgeting model, staff have also compared proposed budget amounts with current financial information and contractual obligations. In order to ensure budgeted expenses are reasonable, budget line items are also compared against previous years' revenue and expenditure variance reports, historical spending patterns, evaluating current 2026 costs to date as compared to budget, integrating known operational changes and making allowance for inflation and market conditions.

Projections in the 2027-2031 Financial Plan are reflective of management's best estimates for expenditure budget requirements. Directors, Associate Directors, and Assistant Directors were all directly involved in this participative budgeting model. This method allows for detailed operational discussions on where to prioritize spending in order to achieve VIRL's strategic goals.

Wages and benefits budgets for 2027 have been forecast based on contractual agreements where there are known impacts, such as wage level increases, step progressions, and relevant federal or provincial regulatory changes.

Inflation and Cost Drivers

Inflation is a key factor in the financial planning process. The 2025 Victoria CPI and inflation rate for Canada under the All-Items Consumer Price Index for 2025 was 2.3%. The historical Canadian inflation rates for 2025 averaged 2.1%, with the December 2025 rate being 2.4%.

Although CPI-style inflation rates provide a benchmark, a large portion of VIRL's expenditures (≈ 62%) are directly tied to wages and benefits, which do not always correlate with provincial or federal inflation statistics. Cost increases in this category are tied to other cost drivers including collective agreement wage rate increases, CPP and EI rate increases, employer health tax and WorkSafe BC rates, among a variety of other factors.

Another large impact on inflation and cost increases is in the form of market lease rates and the cost of triple net leases for VIRL facilities, where there may be rent increases that exceed posted inflation rates.

The proposed Financial Plan uses a baseline of 4% inflation, unless contractual terms indicate price increases will be more or less than this amount.

Revenue - Preliminary Assumptions

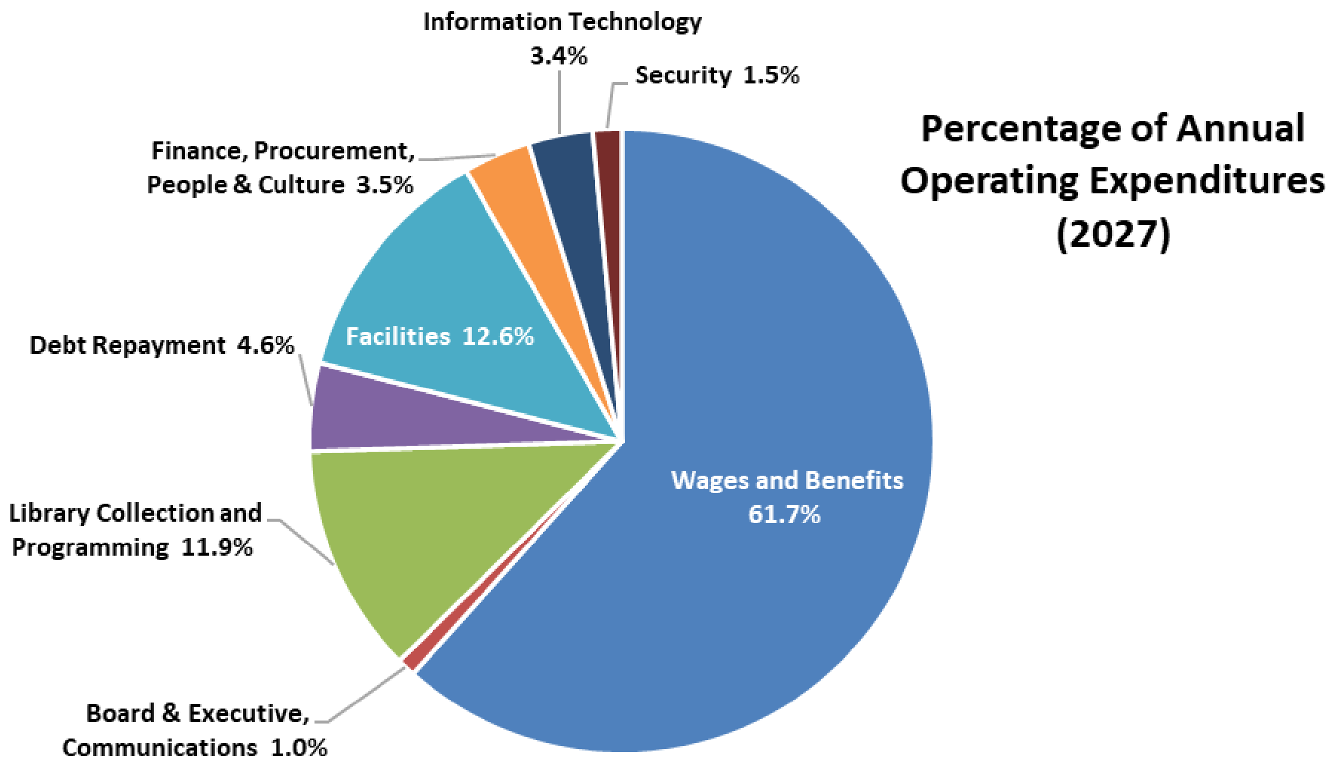
VIRL anticipates receiving approximately 95% of its revenue from member levies and approximately <5% from government grants. The remaining <1% is made up of ancillary revenues, such as interest income and miscellaneous fees (photocopiers, promotional item sales, room rentals, etc.).

Interest income is expected to increase from 2025 & 2026 budget levels as VIRL's cash and investment holdings continue to strengthen. Increased interest income will ease pressure on annual operational levies. General donation revenues and fees & charges revenue from the branches have been budgeted based on average historical levels.

In the event, VIRL's actual revenues exceed budgeted amounts, the operational surplus can be used to contribute to VIRL's reserve funds, reducing the need for future tax requisition amounts.

Operating Expenditures - Preliminary Assumptions

Overall, projected top level expenditure categories as a percentage of total operating expenditures remain consistent with 2027. Chart 1, below, summarizes these categories and their relative percentages.



The cost of operating library facilities continues to be a significant component of VIRL's overall budget at ~13%. Cost pressures greater than inflation are expected in lease fees primarily related to the rental of space for library operations. The projected budget increases are a combination of continuing and projected renegotiated lease terms.

Utilities and other facilities related costs (such as lease operating and maintenance costs, janitorial, facility repairs and maintenance, and telecommunications costs) are also projected to rise by more than inflation in 2027 given fixed contracts and required maintenance.

Wages and benefits are the largest component of the overall expenditures budget at ~62% of total operating expenses. Assumptions inherent in the wages budget modelling include collective agreement uplifts for BCGEU and CUPE. The wage increase for Page positions reflects the most recent June 1, 2026 increase in the B.C. minimum wage, and another expected increase in 2027. Statutory changes in the employer's portion of CPP and EI first became effective in 2025 and will impact the benefit rates from 2027-2031. Refinement of wages and benefits budgets will continue over the next stages of budget development as new information is received.

VIRL manages perennial and changing demand on its collections, programming, and services provided. A core and strategic service offering, collections and programming expenditures represent approximately 12% of operating budget and is comparable to VIRL's cohort. Approximately 43% of VIRL's collection usage is digital. VIRL works at scale within regional, provincial, and national consortia to secure favourable licensing terms for digital and physical collections, and to support the insatiable content, format, and accessibility demands of the communities we serve.

Variances over Prior Year

Included in the draft 2027-2031 Financial Plan are expenditures greater than 10% variance in the following areas:

- *Communications:* Costs for printing equipment have been increased according to contractual obligations. There is also a slight increase in outdoor signage printing and design costs, due to existing ageing signage needing replacement.
- *Library Services and Programming Costs:* Previously, library books for library programs were separately budgeted through the Collections line item. Supply costs and program costs for library services are now all captured within the Library Services and Programming budget.
- *People & Culture:* Every two years VIRL hosts a staff summit where valuable operational and library training takes place. Staff summit years are scheduled in 2027, 2029, and 2031.
- *Purchasing & Office Supplies:* Previously, branch office supply budgets were grouped with Library Services, and are now accounted for and managed by centralized procurement.
- All other expense line items are within 10% of prior year budgeted amounts.

Mobile Infrastructure

In the 2026 Financial Plan, there were funds held for 2027 exploration of mobile infrastructure. In previous discussions there have been conversations around a potential bookmobile or something similar, which would provide service across multiple communities.

Financial and operational research has been completed to assess the feasibility of a bookmobile service. The analysis found that both capital and operating costs are significantly higher than originally anticipated. Preliminary estimates suggest that acquiring and converting a suitable vehicle could cost between $1 million and $1.5 million, in addition to ongoing staffing, fuel, maintenance, insurance, and replacement costs.

While a bookmobile could provide opportunities to expand service delivery, the concept is not currently financially viable. Additional financial, planning, and operational analysis would be required before it could be considered for future implementation.

As a result, a library bookmobile is beyond the scope of the 2027 budget. VIRL will continue to explore alternative service delivery models to meet community needs and improve access to library services.

Reserve Contributions and Withdrawals

In 2025, VIRL had set a goal to ensure there was sufficient cash and investments on hand to fully fund its reserve funds. This target was achieved in 2025, and the practice of continuing to maintain fully funded reserve funds will continue on an ongoing basis.

As at December 31, 2025, reserve funds balances were:

Internally Restricted Reserve Funds	December 31, 2025	Liquidity
Capital Projects - Campbell River	1,237,500	100%
Capital Projects - Tahsis	326,771	100%
Capital Projects - Tofino	133,314	100%
Facilities	545,738	100%
Fundraising	170,915	100%
Furniture & Equipment	276,269	100%
Human Resources	50,000	100%
Long-term Maintenance	1,536,504	100%
Systems & Network	651,351	100%
Total Reserves	**$ 4,928,362**	**100%**

A reserve fund continuity schedule is provided as part of the 2027-2031 Financial Plan to show projected reserve fund contributions and uses. It is anticipated VIRL should have approximately $17M in reserve funds at the end of 2031 (unless financial resources are allocated to other projects in accordance with Board direction).

Increased allocations to reserve funds means that interest income will be generated on these funds. A schedule of interest income projections for 2027-2031 is also included alongside the reserve fund continuity schedule. You can see that as the reserve funds build up, interest income substantially increases and helps to ease pressure on the operating levy.

The funds collected for the Campbell River, Tahsis, and Tofino projects are all projected to be spent by the end of 2028. It should be noted these are estimates. Depending on the actual progress of these projects in conjunction with our municipal partners, actual spending could differ from these projections.

Accumulated Surplus

From a general accumulated surplus standpoint, VIRL has hit a significant milestone. Fiscal year 2025 marked the first year since 2018 that there is an unrestricted accumulated surplus (as opposed to an unrestricted accumulated deficit).

Accumulated surplus represents the cumulative net resources of the organization, comprising internally restricted fund balances ("Reserve Funds"), unrestricted funds ("General Accumulated Surplus"), and the net investment in tangible capital assets. Over the last four years accumulated surplus has significantly improved:

Accumulated Surplus	2025	2024	2023	2022
Reserve Funds - Internally Restricted	$ 4,928,362	$ 5,433,165	$ 5,397,567	$ 8,258,951
General Accumulated Surplus (Deficit) - Unrestricted	$ 822,459	(2,548,381)	(5,060,781)	(9,042,869)
Net Investment in Tangible Capital Assets	$ 21,016,384	$ 17,573,226	$ 15,702,413	$ 15,606,537
	$ 26,767,205	$ 23,006,391	$ 21,099,980	$ 23,865,488

Capital

The Board of Trustees previously approved capital increases of 1.37% for the 2024, 2025, and 2026 budget years. This percentage increase is carried forward through the entire Five-Year Financial Plan. This recognizes the need to keep tax requisitions at a reasonable level for VIRL members, while realizing VIRL's continued focus on reducing debt levels and restoring reserve fund contribution levels for the next five years.

Long-Term Debt

One of VIRL's continued focus areas is the reduction of long-term debt. In order to provide context, research was done against other comparable library service providers to show long-term debt levels of other library systems operating throughout BC.

Comparative financial information is outlined as follows. This information is presented as of December 31, 2024, as that is the most recent financial information available for each entity on the Province of BC's Public Library Reporting website.

Comparative Financial Information

As at December 31, 2024	Vancouver Island Regional Library	Fraser Valley Regional Library District	Greater Victoria Public Library	Okanagan Regional Library
Cash and Investments	5,560,608	17,883,291	13,792,855	5,966,054
Long Term Debt	20,788,003	-	-	13,714,383
Net Financial Assets (Debt)	(18,605,625)	12,304,458	11,116,955	(10,176,159)
Tangible Capital Assets	38,612,837	10,243,369	7,678,601	34,258,175
Debt as a Percentage of Capital Assets	54%	-	-	40%
Revenues	34,440,066	34,799,071	22,499,801	22,920,639
Debt Servicing Payments	1,314,502	-	-	1,560,445
Debt Servicing as a % of Overall Revenue	4%	-	-	7%

The above table displays that Fraser Valley Regional Library District (FVPL) and Greater Victoria Public Library (GVPL) both have significant amounts of cash and investments, combined with zero long term debt.

Okanagan Regional Library (ORL) and VIRL both have more significant amounts of long-term debt and more investment in Tangible Capital Assets. Incurring long-term debt to finance a building with a long service life is an accepted and appropriate practice. The key is ensuring that debt levels remain appropriate for the size of the organization.

As displayed above, library systems with annual debt servicing costs will have substantially more pressure on operating levies each year, as compared to entities that have no long-term debt. Despite having debt servicing payments, VIRL has been able to bring forward tax levy increases that have been under 5% for two subsequent years, while improving the financial health of the organization.

Future financial plans for VIRL include a commitment to not take on more debt, with a continued focus on improving VIRL's net debt position and a more robust cash and investments position.

Potential Impact on Total Member Levy

Under the draft 2027-2031 Financial Plan, the total member levy will increase by 4.33% over 2026, or $1.5M.

The above-mentioned increase is inclusive of the capital levy. The Board of Trustees previously approved a capital levy increase of 1.37% for each of 2024, 2025 and 2026, based on the 13-year capital levy average. The capital levy includes required maintenance for facilities and information technology initiatives that have a benefit greater than one year.

Mobile Infrastructure and 2027-2031 Financial Plan Update

Briefing Note for Information

Topic: Mobile Infrastructure and 2027-2031 Financial Plan Update

Purpose: To provide further information regarding alignment of mobile infrastructure and the 2027-2031 financial plan.

Background

The VIRL 2026-2030 Financial Plan earmarks funding to explore future mobile library infrastructure, including the feasibility of a bookmobile to expand library service across VIRL's 42,000 km² service area. A sum of $800,000 was designated to support this exploratory work and to report results by 2027.

Staff conducted a financial and operational assessment in 2026 of bookmobile ownership that encompassed one-time capital investments, multi-year commitments for maintenance and operator licensing, plus rural and remote considerations to operate a regional bookmobile service. Estimates for one-time capital costs alone exceed $800,000. The bookmobile service option fails to meet the investment limit defined by the Board’s 2027–2032 Financial Plan.

VIRL continues to enhance library services and expand our impact by leveraging current partnerships and existing resources. Viable service enhancements will inform the 2028–2031 Financial Plan process.

Bookmobile Feasibility

Preliminary estimates to acquire and convert a suitable vehicle for service range from **$1M** to **$1.5M** excluding ongoing operating and lifecycle replacement costs.

Considerations:

- Ottawa Public Library replaced a bookmobile in 2025 at a projected cost of $1.5M.
- The high cost to outfit a bookmobile is due to customization. Few vendors serve this niche library market, and most are US-based where unfavourable exchange rates are a factor and tariffs may apply.
- Bookmobiles are modified to meet the customer’s accessibility requirements, with 18-to-24-month lead times for procurement.

Regional Library System operating budget and service impacts

- Recurring Bookmobile expenses include fuel, maintenance, insurance, driver's wages, additional library staff wages, special class drivers' training and licensing to operate; high-capacity battery charging stations if vehicle is electric powered.
- Staffing requirements add operational complexity and cost, such as specialized driver skills, safely navigating a large vehicle in remote areas, and the risk to service continuity when the Bookmobile needs regular maintenance, minor repairs or a licensed driver is unavailable.
- If overnight stays are required along the service route, operating costs would include staff wages, a stipend for meals, accommodation, and associated costs. Establishing Bookmobile routes and community stops will involve multi-jurisdictional
- The addition of a bookmobile would add significant ongoing operating costs to VIRL's budget.

Based on current operating levies, a 1% increase in taxation generates approximately **$360,000** in additional revenue (subject to confirmation through the 2027 Financial Plan).

Estimated Capital and Operating Costs

Rough Estimates of Bookmobile Costs

Capital		
Bookmobile purchase and setup		1,500,000.00
Telecommunications setup and printers		10,000.00
		1,510,000.00
Operating (Annual Costs)		
Fuel	Based on 20,000 km	5,500.00
Insurance		2,000.00
Repairs and maintenance		5,000.00
Two staff members - wages		175,000.00
Two staff members - benefits		61,250.00
Vacation and sick time coverage		36,300.00
Cell phone for safety check ins		900.00
Accomodation and hotels		20,000.00
Ferry Charges		4,000.00
Office and admin supplies		500.00
Telecommunications / Wifi		2,500.00
Payment terminal fees		800.00
		313,750.00

Service Delivery Enhancements

As a bookmobile capital expenditure is not feasible at this time, VIRL will continue enhancing existing services and exploring the most effective approaches to delivering library services across its regional and coastal communities. In 2027 we are building a solid foundation for future service models within our existing operational and financial capacity.

VIRL is currently reviewing and strengthening a range of services and approaches to improve access, respond to community needs, and support equitable service delivery throughout the communities we serve.

Priorities include:

- **Enhance** the Books by Mail service by evaluating opportunities to strengthen equitable, barrier-free access for customers who are unable to visit a branch due to distance, mobility, or other barriers, with a particular focus on serving rural, remote, and underserved communities.
- **Increase** awareness of VIRL's digital collections, online resources, and services to provide all customers in our vast service area with convenient 24/7 access to library collections, trusted information, learning resources, and digital services.
- **Review** outreach services and community deposit collections, including small, rotating collections of library materials located in community facilities and partner organizations, to improve access, build community relationships, and better support rural, remote, and underserved communities.
- **Evaluate** return drop boxes and other self-service access points to improve customer convenience and reduce barriers to accessing library services. This work is generating practical improvements, including relocating the Masset branch return drop box to the Niislaa Naay G̱aw Tlagee (Old Massett Health Centre) to improve customer access while strengthening a community partnership.
- **Continue** delivering library services, outreach, and programming beyond branch locations through pop-up libraries in schools, at local events, and with community partners to increase our community impact, promote library membership, and increase awareness of VIRL's collections, programs, and services.
- **Develop** evaluation criteria to identify the most successful service approach based on factors such as community need, geography, accessibility, partnership opportunities, and long-term sustainability.

Future Service Delivery Approaches

As part of its ongoing review of service delivery approaches, VIRL will explore a range of options to improve access across the region. The examples below provide a few examples of service delivery approaches used by public libraries across North America.

Library Book Pick-up Lockers

Secure self-service lockers located in strategic community locations that allow customers to pick up books and other library materials outside staffed branch hours. These lockers can improve convenience and access in communities where a full-service branch is not practical.

Self-Service Library Kiosks and Reading "Vending Machines"

Self-service kiosks and vending machines provide convenient access to a popular collection of library materials for browsing, borrowing, and dropping off library material. They may be appropriate for community centres, transportation hubs, educational institutions, airports, ferry terminals, and other public locations. Kiosks can also introduce new customers to VIRL, promote library membership, and increase awareness of library collections, programs, and services.

Expanding Access and Services through Partnerships

Partnerships with municipalities, Indigenous communities, schools, transportation providers, community organizations, health organizations, destination hubs, other public institutions can support a range of service delivery models that expand access to library services, strengthen community connections, and improve equitable access across the region. Examples may include shared service locations, holds pick-up sites, library lockers, pop-up libraries, community programming, and other collaborative approaches that extend library services beyond traditional branch locations.

Conclusion

The $800,000, identified for the feasibility of a Bookmobile mobile service option in 2027, will be the financial envelope to fund forthcoming recommendations to the Board in 2027. These recommendations will result from the ongoing research, planning, and evaluation work to enhance service delivery and impact in the short term, with practical options to expand access new service delivery in the longer term.

The outcomes of this work, including the evaluation of existing services and alternative service delivery approaches, will help shape future service delivery priorities. By enhancing existing services and identifying opportunities that respond to community needs, VIRL will be well positioned to consider and pilot future service models as operational and financial capacity allows.

Staff will provide the Board with regular updates on this work. Future reports will include progress updates, recommendations, and detailed financial information to support Board consideration of the deferred $800,000 through the 2028–2032 Financial Plan process. Any future capital investments will be supported by business cases that assess community need, capital and operating costs, partnership opportunities, implementation requirements, and long-term sustainability.

Vancouver Island Regional Library
2027-2031 Financial Plan: Summary

		2027-2031 FINANCIAL PLAN				
	2026	**2027**	**2028**	**2029**	**2030**	**2031**
Revenues:						
Municipal and Regional District Levies - Operating	31,849,477	33,353,128	34,982,568	36,501,970	37,938,497	39,507,823
Grant Revenue	1,459,370	1,379,305	1,379,305	1,379,305	1,379,305	1,379,305
Interest and Rental Income	120,000	281,400	306,500	319,600	398,750	498,900
Other Library Revenues	20,000	165,000	168,000	171,000	175,000	179,000
Total Revenues	**33,448,847**	**35,178,833**	**36,836,373**	**38,371,875**	**39,891,552**	**41,565,028**
Expenditures:						
Board of Directors and Executive	174,550	181,480	186,660	194,140	201,910	209,970
Collections	3,468,115	3,580,778	3,724,030	3,872,980	4,027,870	4,189,010
Communications	141,440	156,180	162,420	168,910	175,680	182,700
Debt - Principal Repayments	720,961	720,963	720,963	720,963	720,963	720,963
Debt - Interest Payments	887,349	887,349	887,349	887,349	887,349	887,349
Facilities	4,229,145	4,447,286	4,864,820	5,041,570	5,209,840	5,405,030
Finance and Insurance	600,500	592,430	616,130	640,770	666,410	693,040
Information Technology	1,143,700	1,178,900	1,226,050	1,275,080	1,326,080	1,379,130
Library Services and Programming	454,465	597,500	621,300	646,130	668,350	694,710
People & Culture	292,470	324,000	305,760	348,970	330,680	375,910
Purchasing and Office Supplies	239,620	302,400	314,490	327,050	340,140	353,750
Security	530,350	521,691	542,570	564,260	586,810	610,270
Wages & Benefits	20,566,182	21,687,876	22,663,831	23,683,703	24,749,470	25,863,196
Total Expenses	33,448,847	35,178,833	36,836,373	38,371,875	39,891,552	41,565,028
Capital Projects:						
Municipal and Regional District Levies - Capital	4,192,559	4,249,997	4,308,222	4,367,244	4,427,076	4,487,727
Reserve Fund Contributions	(720,559)	(2,229,997)	(2,003,222)	(2,807,244)	(2,897,076)	(3,152,727)
Capital Project Expenditures	(3,472,000)	(2,020,000)	(2,305,000)	(1,560,000)	(1,530,000)	(1,335,000)
Capital Levy % Increase	1.37%	1.37%	1.37%	1.37%	1.37%	1.37%
Net Capital Expenditures	0	0	0	0	0	0
Net Financial Plan	**33,448,847**	**35,178,833**	**36,836,373**	**38,371,875**	**39,891,552**	**41,565,028**
Combined Operating and Capital Levy	36,042,036	37,603,125	39,290,790	40,869,214	42,365,573	43,995,550
$ Increase	1,584,547	1,561,089	1,687,665	1,578,425	1,496,358	1,629,977
% Increase	4.60%	4.33%	4.49%	4.02%	3.66%	3.85%
Combined Overall Budget	$ 37,641,406	$ 39,428,830	$ 41,144,594	$ 42,739,119	$ 44,318,627	$ 46,052,754

Vancouver Island Regional Library
2027-2031 Financial Plan: Capital Projects

		2027-2031 CAPITAL PLAN				
	2026	**2027**	**2028**	**2029**	**2030**	**2031**
Total Capital Revenues (Levies)	**4,192,559**	**4,249,997**	**4,308,222**	**4,367,244**	**4,427,076**	**4,487,727**
	1.37%	1.37%	1.37%	1.37%	1.37%	1.37%
Capital Expenditures - Information Technology						
Information Technology - Public Computing Lease	200,000	200,000	200,000	200,000	200,000	200,000
Information Technology - End User Computing	200,000	200,000	200,000	200,000	200,000	200,000
Information Technology - Network Refresh	77,000	50,000	50,000	75,000	75,000	50,000
Information Technology - People Counters	50,000	50,000		-	-	-
Information Technology - Self Check Lease and Warranty	-	-	-	-	-	-
Information Technology - Managed Print Renewal	80,000	20,000	-	-	-	-
Information Technology - Discovery Catalog Updates	40,000	10,000	-	-	-	-
Information Technology - Network Phone Updates	30,000	100,000	-	-	-	-
Information Technology - Display TV's and Digital Signage	80,000	10,000	-	-	-	-
Information Technology - UPS Battery Replacements	20,000	-	20,000	-	20,000	-
Capital Expenditures - Vehicles, Furniture, Equipment						
Facilities - Furniture & Equipment	300,000	250,000	250,000	250,000	250,000	250,000
Facilities - Truck Boxes & Tailgates ($65k x 3)	195,000	-	-	-	-	-
Facilities - Truck Replacements	-	200,000	200,000	200,000	200,000	-
Facilities - Passenger Vehicles	-	-	-	50,000	-	50,000
Capital Expenditures - Security						
Security - Access Control Upgrades	-	60,000	30,000	30,000	30,000	30,000
Security - Camera System Upgrades	-	25,000	25,000	25,000	25,000	25,000
Security - Asset Protection Upgrades	-	30,000	30,000	30,000	30,000	30,000
Capital Expenditures - Branch Updates or Upgrades						
Facilities - Tofino New Leasehold	2,000,000	-	-	-	-	-
Facilities - Tahsis New Leasehold	-	-	-	-	-	-
Facilities - Harbourfront Roof Replacement	-	-	-	-	-	-
Facilities - Branch Repairs & Maintenance	200,000	815,000	500,000	500,000	500,000	500,000
Capital Expenditures - Mobile Infrastructure						
Library Services	-	-	800,000	-	-	-
Capital Reserve Fund Contributions	720,559	2,229,997	2,003,222	2,807,244	2,897,076	3,152,727
Finance - Debt Servicing (in operating budgets after 2025)	-	-	-	-	-	-
Total Capital Expenditures	**4,192,559**	**4,249,997**	**4,308,222**	**4,367,244**	**4,427,076**	**4,487,727**

Vancouver Island Regional Library

Reserve Fund Planning and Continuity - 2027-2031 Financial Plan

Reserve Funds:	2026 Actual Opening Balance	2026 Contributions	2026 Spending / Uses	2026 Projected Closing Balance
Capital Projects - Campbell River	1,237,500			1,237,500
Capital Projects - Tahsis	326,771			326,771
Capital Projects - Tofino	133,314	2,000,000		2,133,314
Facilities	276,269	670,559		946,828
Fundraising	170,915		10,000	180,915
Furniture & Equipment	545,738			545,738
Human Resources	50,000			50,000
Long Term Maintenance	1,536,504			1,536,504
Strategic Planning	-	50,000		50,000
Systems & Network	651,351			651,351
Vehicles	-			-
	$ 4,928,362	$ 2,720,559	10,000	$ 7,658,921

Reserve Funds:	2027 Projected Opening Balance	2027 Contributions	2027 Spending / Uses	2027 Projected Closing Balance
Capital Projects - Campbell River	1,237,500		-1,237,500	-
Capital Projects - Tahsis	326,771		0	326,771
Capital Projects - Tofino	2,133,314		-2,133,314	-
Facilities	946,828	1,304,997		2,251,825
Fundraising	180,915			180,915
Furniture & Equipment	545,738	200,000		745,738
Human Resources	50,000			50,000
Long Term Maintenance	1,536,504	500,000		2,036,504
Strategic Planning	50,000	25,000	-60,000	15,000
Systems & Network	651,351			651,351
Vehicles	-	200,000		200,000
	7,658,921	2,229,997	-$ 3,430,814	6,458,104

Reserve Funds:	2028 Projected Opening Balance	2028 Contributions	2028 Spending / Uses	2028 Projected Closing Balance
Capital Projects - Campbell River	-			-
Capital Projects - Tahsis	326,771		-326,771	-
Capital Projects - Tofino	-			-
Facilities	2,251,825	1,088,222		3,340,047
Fundraising	180,915			180,915
Furniture & Equipment	745,738	200,000		945,738
Human Resources	50,000			50,000
Long Term Maintenance	2,036,504	500,000		2,536,504
Strategic Planning	15,000	15,000		30,000
Systems & Network	651,351			651,351
Vehicles	200,000	200,000		400,000
	$ 6,458,104	$ 2,003,222	-$ 326,771	$ 8,134,555

Reserve Funds:	2029 Projected Opening Balance	2029 Contributions	2029 Spending / Uses	2029 Projected Closing Balance
Capital Projects - Campbell River	-			-
Capital Projects - Tahsis	-			-
Capital Projects - Tofino	-			-
Facilities	3,340,047	1,742,244		5,082,291
Fundraising	180,915			180,915
Furniture & Equipment	945,738			945,738
Human Resources	50,000			50,000
Long Term Maintenance	2,536,504	750,000		3,286,504
Strategic Planning	30,000	15,000		45,000
Systems & Network	651,351			651,351
Vehicles	400,000	300,000		700,000
	$ 8,134,555	$ 2,807,244	$ -	$ 10,941,799

Vancouver Island Regional Library

Reserve Fund Planning and Continuity - 2027-2031 Financial Plan

Reserve Funds:	2030 Projected Opening Balance	2030 Contributions	2030 Spending / Uses	2030 Projected Closing Balance
Capital Projects - Campbell River	-			-
Capital Projects - Tahsis	-			-
Capital Projects - Tofino	-			-
Facilities	5,082,291	1,332,076		6,414,367
Fundraising	180,915			180,915
Furniture & Equipment	945,738	300,000		1,245,738
Human Resources	50,000			50,000
Long Term Maintenance	3,286,504	750,000		4,036,504
Strategic Planning	45,000	15,000		60,000
Systems & Network	651,351	100,000		751,351
Vehicles	700,000	400,000		1,100,000
	$ 10,941,799	$ 2,897,076	$ -	$ 13,838,875

Reserve Funds:	2031 Projected Opening Balance	2030 Contributions	2030 Spending / Uses	2031 Projected Closing Balance
Capital Projects - Campbell River	-			-
Capital Projects - Tahsis	-			-
Capital Projects - Tofino	-			-
Facilities	6,414,367	1,587,727		8,002,093
Fundraising	180,915			180,915
Furniture & Equipment	1,245,738	300,000		1,545,738
Human Resources	50,000			50,000
Long Term Maintenance	4,036,504	750,000		4,786,504
Strategic Planning	60,000	15,000		75,000
Systems & Network	751,351	100,000		851,351
Vehicles	1,100,000	400,000		1,500,000
	$ 13,838,875	$ 3,152,727	$ -	$ 16,991,601

Vancouver Island Regional Library

Interest Income Projections - 2027-2031 Financial Plan

Reserve Funds:	Cash and Working Capital	Estimated Interest Rate (Cash)	Estimated Interest on Avg Cash Holdings	Reserves Actual Opening Balance	Reserves Projected Closing Balance	Reserve Funds Average Balance from Prior Year	Estimated Interest Rate	Estimated Interest on Avg Reserve Holdings	Total Projected Interest Income
December 31, 2026	$ 2,500,000	2.70%	$ 68,000	$ 4,928,362	$ 7,658,921	$ 5,600,000	3.25%	$ 182,000	$ 250,000
December 31, 2027	$ 2,500,000	2.70%	$ 68,000	$ 7,658,921	$ 6,458,104	$ 6,293,642	3.30%	$ 208,000	$ 276,000
December 31, 2028	$ 2,500,000	2.70%	$ 68,000	$ 6,458,104	$ 8,134,555	$ 7,058,513	3.30%	$ 233,000	$ 301,000
December 31, 2029	$ 2,700,000	2.70%	$ 73,000	$ 8,134,555	$ 10,941,799	$ 7,296,330	3.30%	$ 241,000	$ 314,000
December 31, 2030	$ 2,900,000	2.70%	$ 78,000	$ 10,941,799	$ 13,838,875	$ 9,538,177	3.30%	$ 315,000	$ 393,000
December 31, 2031	$ 3,100,000	2.70%	$ 84,000	$ 13,838,875	$ 16,991,601	$ 12,390,337	3.30%	$ 409,000	$ 493,000

Vancouver Island Regional Library **Appendix D**

2027-2031 Financial Plan: Member Levies by Apportionment

	2026					2027									
Municipalities	**Population**	**Converted Land Value**	**Operating Levy**	**Capital Levy**	**2026 Total Levy**	**Population**	**Converted Land Value**	**Apportion per $100 of Shared Cost**	**2027 Operating Levy**	**Operating Levy $ Change**	**2027 Capital Levy**	**Capital Levy $ Change**	**2027 TOTAL Levy**	**Total Levy $ Change**	**% Change**
Campbell River	38,028	$ 1,280,448,450	$ 2,178,840	$ 286,815	$ 2,465,655	38,300	$ 1,310,202,011	$ 6.87	$ 2,290,706	$ 111,866	$ 291,891	$ 5,076	$ 2,582,597	$ 116,942	4.74%
Comox	15,962	$ 558,180,144	$ 930,263	$ 122,457	$ 1,052,719	15,884	$ 564,728,640	$ 2.90	$ 966,743	$ 36,480	$ 123,186	$ 730	$ 1,089,929	$ 37,210	3.53%
Courtenay	32,049	$ 1,182,119,487	$ 1,914,351	$ 251,999	$ 2,166,350	32,869	$ 1,204,100,499	$ 6.08	$ 2,028,305	$ 113,954	$ 258,455	$ 6,456	$ 2,286,760	$ 120,410	5.56%
Cumberland	4,962	$ 174,579,376	$ 289,989	$ 38,173	$ 328,163	4,974	$ 177,315,866	$ 0.91	$ 303,102	$ 13,113	$ 38,623	$ 449	$ 341,725	$ 13,562	4.13%
Daajing Giids	992	$ 21,565,538	$ 47,864	$ 6,301	$ 54,164	999	$ 23,445,978	$ 0.15	$ 51,345	$ 3,481	$ 6,543	$ 242	$ 57,888	$ 3,723	6.87%
Duncan	5,669	$ 180,726,750	$ 317,110	$ 41,743	$ 358,853	5,745	$ 184,500,911	$ 1.00	$ 334,182	$ 17,072	$ 42,583	$ 840	$ 376,765	$ 17,912	4.99%
Gold River	1,318	$ 26,646,519	$ 62,072	$ 8,171	$ 70,243	1,339	$ 27,014,776	$ 0.20	$ 65,365	$ 3,292	$ 8,329	$ 158	$ 73,694	$ 3,450	4.91%
Ladysmith	9,903	$ 338,101,437	$ 570,929	$ 75,155	$ 646,084	9,926	$ 347,042,411	$ 1.80	$ 599,533	$ 28,604	$ 76,395	$ 1,240	$ 675,928	$ 29,844	4.62%
Lake Cowichan	3,717	$ 118,037,401	$ 207,571	$ 27,324	$ 234,895	3,757	$ 120,784,952	$ 0.66	$ 218,643	$ 11,072	$ 27,860	$ 536	$ 246,503	$ 11,608	4.94%
Lantzville	4,210	$ 214,980,262	$ 296,729	$ 39,060	$ 335,790	4,276	$ 217,986,874	$ 0.94	$ 311,921	$ 15,191	$ 39,746	$ 686	$ 351,667	$ 15,877	4.73%
Masset	918	$ 17,721,811	$ 42,599	$ 5,608	$ 48,206	914	$ 19,754,947	$ 0.14	$ 45,648	$ 3,049	$ 5,817	$ 209	$ 51,464	$ 3,258	6.76%
Nanaimo	110,707	$ 3,889,724,968	$ 6,465,917	$ 851,152	$ 7,317,069	111,845	$ 3,950,795,115	$ 20.35	$ 6,787,083	$ 321,167	$ 864,839	$ 13,687	$ 7,651,922	$ 334,854	4.58%
North Cowichan	34,495	$ 1,307,796,507	$ 2,087,337	$ 274,770	$ 2,362,107	34,525	$ 1,319,859,009	$ 6.52	$ 2,173,653	$ 86,317	$ 276,976	$ 2,206	$ 2,450,629	$ 88,523	3.75%
North Saanich	13,340	$ 912,428,926	$ 1,115,537	$ 146,846	$ 1,262,383	12,986	$ 940,530,363	$ 3.49	$ 1,165,469	$ 49,932	$ 148,509	$ 1,663	$ 1,313,977	$ 51,595	4.09%
Parksville	14,995	$ 697,192,881	$ 1,004,934	$ 132,286	$ 1,137,220	15,371	$ 720,482,382	$ 3.21	$ 1,071,821	$ 66,887	$ 136,576	$ 4,290	$ 1,208,397	$ 71,177	6.26%
Port Alberni	19,685	$ 538,999,779	$ 1,033,994	$ 136,112	$ 1,170,105	19,671	$ 535,929,122	$ 3.21	$ 1,069,196	$ 35,202	$ 136,241	$ 130	$ 1,205,437	$ 35,332	3.02%
Port Alice	810	$ 15,584,298	$ 37,547	$ 4,943	$ 42,490	789	$ 15,741,669	$ 0.12	$ 38,377	$ 830	$ 4,890	$ (52)	$ 43,268	$ 778	1.83%
Port Clements	353	$ 8,131,870	$ 17,379	$ 2,288	$ 19,667	352	$ 9,041,209	$ 0.06	$ 18,703	$ 1,323	$ 2,383	$ 95	$ 21,086	$ 1,419	7.21%
Port Hardy	4,148	$ 87,177,172	$ 197,867	$ 26,047	$ 223,913	4,201	$ 90,241,698	$ 0.63	$ 209,373	$ 11,506	$ 26,679	$ 633	$ 236,052	$ 12,139	5.42%
Port McNeill	2,384	$ 58,109,893	$ 119,791	$ 15,769	$ 135,560	2,402	$ 59,362,941	$ 0.38	$ 125,796	$ 6,005	$ 16,029	$ 261	$ 141,826	$ 6,266	4.62%
Qualicum Beach	9,363	$ 514,603,260	$ 687,587	$ 90,512	$ 778,099	9,640	$ 511,198,223	$ 2.15	$ 718,686	$ 31,099	$ 91,578	$ 1,066	$ 810,265	$ 32,166	4.13%
Sayward	363	$ 7,937,046	$ 17,549	$ 2,310	$ 19,859	329	$ 7,989,041	$ 0.05	$ 17,119	$ (430)	$ 2,181	$ (129)	$ 19,300	$ (559)	-2.81%
Sidney	13,288	$ 772,210,717	$ 1,007,580	$ 132,634	$ 1,140,214	13,445	$ 787,844,377	$ 3.18	$ 1,061,011	$ 53,431	$ 135,199	$ 2,564	$ 1,196,209	$ 55,995	4.91%
Sooke	17,128	$ 589,456,476	$ 991,016	$ 130,454	$ 1,121,470	17,248	$ 590,762,957	$ 3.09	$ 1,032,165	$ 41,149	$ 131,523	$ 1,069	$ 1,163,688	$ 42,218	3.76%
Tahsis	378	$ 8,832,528	$ 18,705	$ 2,462	$ 21,167	418	$ 9,005,705	$ 0.06	$ 20,854	$ 2,149	$ 2,657	$ 195	$ 23,511	$ 2,344	11.07%
Tofino	2,767	$ 260,451,085	$ 285,361	$ 37,564	$ 322,925	2,772	$ 265,664,849	$ 0.90	$ 299,621	$ 14,260	$ 38,179	$ 615	$ 337,800	$ 14,875	4.61%
Ucluelet	2,413	$ 154,266,749	$ 193,613	$ 25,487	$ 219,099	2,452	$ 156,912,632	$ 0.61	$ 203,864	$ 10,252	$ 25,977	$ 491	$ 229,842	$ 10,743	4.90%
Zeballos	135	$ 2,704,106	$ 6,339	$ 834	$ 7,173	136	$ 2,538,886	$ 0.02	$ 6,478	$ 140	$ 826	$ (9)	$ 7,304	$ 131	1.82%
	364,480	**$ 13,938,715,436**	**$ 22,146,368**	**$ 2,915,274**	**$ 25,061,642**	**367,565**	**$ 14,170,778,043**		**$ 23,234,763**	**$ 1,088,395**	**$ 2,960,672**	**$ 45,398**	**$ 26,195,435**	**$ 1,133,793**	**4.52%**
Regional Districts															
Alberni-Clayoquot	8,962	$ 477,738,355	$ 646,899	$ 85,156	$ 732,055	9,003	$ 476,657,582	$ 2.01	$ 670,600	$ 23,701	$ 85,451	$ 295	$ 756,051	$ 23,996	3.28%
Capital	4,257	$ 325,910,955	$ 382,322	$ 50,328	$ 432,650	4,884	$ 319,662,516	$ 1.23	$ 411,640	$ 29,318	$ 52,453	$ 2,125	$ 464,093	$ 31,443	7.27%
Central Coast	1,544	$ 39,954,478	$ 79,341	$ 10,444	$ 89,785	1,521	$ 43,332,976	$ 0.25	$ 84,156	$ 4,815	$ 10,724	$ 279	$ 94,879	$ 5,094	5.67%
Comox Valley	25,989	$ 1,262,516,182	$ 1,782,788	$ 234,680	$ 2,017,468	26,063	$ 1,290,920,518	$ 5.61	$ 1,871,642	$ 88,855	$ 238,493	$ 3,812	$ 2,110,135	$ 92,667	4.59%
Cowichan Valley	36,678	$ 1,911,327,925	$ 2,614,248	$ 344,131	$ 2,958,379	37,022	$ 1,929,213,971	$ 8.20	$ 2,733,433	$ 119,185	$ 348,306	$ 4,175	$ 3,081,739	$ 123,360	4.17%
Mount Waddington	1,962	$ 169,832,924	$ 191,086	$ 25,154	$ 216,240	1,920	$ 174,706,143	$ 0.60	$ 200,241	$ 9,155	$ 25,516	$ 362	$ 225,757	$ 9,517	4.40%
Nanaimo	45,735	$ 2,315,349,629	$ 3,208,278	$ 422,327	$ 3,630,605	45,427	$ 2,304,113,161	$ 9.91	$ 3,304,578	$ 96,300	$ 421,083	$ (1,244)	$ 3,725,662	$ 95,057	2.62%
North Coast	997	$ 37,599,774	$ 60,179	$ 7,922	$ 68,101	1,017	$ 39,696,099	$ 0.19	$ 64,669	$ 4,490	$ 8,240	$ 319	$ 72,910	$ 4,809	7.06%
qathet	535	$ 25,107,900	$ 36,031	$ 4,743	$ 40,774	534	$ 27,519,389	$ 0.12	$ 39,186	$ 3,155	$ 4,993	$ 250	$ 44,179	$ 3,405	8.35%
Strathcona	10,141	$ 500,929,104	$ 701,936	$ 92,400	$ 794,336	10,222	$ 511,606,336	$ 2.21	$ 738,219	$ 36,283	$ 94,067	$ 1,666	$ 832,286	$ 37,949	4.78%
	136,800	**$ 7,066,267,226**	**$ 9,703,109**	**$ 1,277,285**	**$ 10,980,394**	**137,613**	**$ 7,117,428,691**		**$ 10,118,365**	**$ 415,256**	**$ 1,289,325**	**$ 12,040**	**$ 11,407,690**	**$ 427,296**	3.89%
TOTALS	**501,280**	**$ 21,004,982,662**	**$ 31,849,477**	**$ 4,192,559**	**$ 36,042,036**	**505,178**	**$ 21,288,206,734**		**$ 33,353,128**	**$ 1,503,651**	**$ 4,249,997**	**$ 57,438**	**$ 37,603,125**	**$ 1,561,089**	4.33%
Increase %						0.78%	1.35%					**1.37%**			**4.33%**

2027 VIRL Weighted Votes

Municipalities	Combined 2027 levy		Proportion of total levy	Base vote	Additional vote*	2027 weighted vote
Campbell River	$	2,582,597	6.87%	1	26	27
Comox	$	1,089,929	2.90%	1	10	11
Courtenay	$	2,286,760	6.08%	1	23	24
Cumberland	$	341,725	0.91%	1	2	3
Daajing Giids	$	57,888	0.15%	1	0	1
Duncan	$	376,765	1.00%	1	3	4
Gold River	$	73,694	0.20%	1	0	1
Ladysmith	$	675,928	1.80%	1	6	7
Lake Cowichan	$	246,503	0.66%	1	1	2
Lantzville	$	351,667	0.94%	1	2	3
Masset	$	51,464	0.14%	1	0	1
Nanaimo	$	7,651,922	20.35%	1	80	81
North Cowichan	$	2,450,629	6.52%	1	25	26
North Saanich	$	1,313,977	3.49%	1	12	13
Parksville	$	1,208,397	3.21%	1	11	12
Port Alberni	$	1,205,437	3.21%	1	11	12
Port Alice	$	43,268	0.12%	1	0	1
Port Clements	$	21,086	0.06%	1	0	1
Port Hardy	$	236,052	0.63%	1	1	2
Port McNeill	$	141,826	0.38%	1	0	1
Qualicum Beach	$	810,265	2.15%	1	7	8
Sayward	$	19,300	0.05%	1	0	1
Sidney	$	1,196,209	3.18%	1	11	12
Sooke	$	1,163,688	3.09%	1	11	12
Tahsis	$	23,511	0.06%	1	0	1
Tofino	$	337,800	0.90%	1	2	3
Ucluelet	$	229,842	0.61%	1	1	2
Zeballos	$	7,304	0.02%	1	0	1
	$	**26,195,435**	**69.66%**	**28**	**245**	**273**
Regional Districts						
Alberni-Clayoquot	$	756,051	2.01%	1	7	8
Capital	$	464,093	1.23%	1	3	4
Central Coast	$	94,879	0.25%	1	0	1
Comox Valley	$	2,110,135	5.61%	1	21	22
Cowichan Valley	$	3,081,739	8.20%	1	31	32
Mount Waddington	$	225,757	0.60%	1	1	2
Nanaimo	$	3,725,662	9.91%	1	38	39
North Coast	$	72,910	0.19%	1	0	1
qathet	$	44,179	0.12%	1	0	1
Strathcona	$	832,286	2.21%	1	7	8
	$	**11,407,690**	**30.34%**	**10**	**108**	**118**
TOTALS	**$**	**37,603,125**	**100%**	**38**	**353**	**391**

*Per Procedural Bylaws "...each jurisdiction receives one (1) weighted vote plus one (1) additional vote for each ¼ percent of total VIRL tax contributions after the first ¼ percent. Where the formula results in a fraction of a vote, normal rounding will apply."

For more information please visit:
www.virl.bc.ca

Vancouver Island Regional Library
Box 3333, 6250 Hammond Bay Road
Nanaimo, BC V9T 5M4