

MANAGEMENT REPORT



Date: February 18, 2015
Author: Jacqueline van Dyk

Meeting date: February 26, 2015
To: Library Board
From: Jacqueline van Dyk – Director, Library Services

Subject: **INTERLINK UPDATE – GOVERNANCE AND BUDGET**

SUMMARY

InterLINK is a valued partner organization which supports resource sharing activities amongst 18 member libraries, thus enhancing our service and collections capacity.

PURPOSE

This report is for information.

ATTACHMENTS

- InterLINK Governance and Reporting Structure – Briefing Note (*Appendix I*)
- InterLINK Budget 2015 (*Appendix II*)

RECOMMENDATION

That the Board receive this report for information.

BACKGROUND

The Library Act governs different types of library organizations, including library federations. Federations are established to provide cooperative library service, supporting and enhancing the capacity of public libraries.

The Library is a member of Public Library InterLINK, a library federation that is composed of 18 public libraries stretching from Boston Bar to Lillooet to Sechelt. InterLINK's mission is to promote the provision of open access to library services and to develop collaborative services.

Each member library board has a representative on the InterLINK Board. Trustee Ken Lim represents the NVDPL Board, and Trustee David Porter is the alternate representative. The Board meets approximately five times per year. More information about the InterLINK Board and its committees can be found here:

<http://www.interlinklibraries.ca/about-interlink/governance/board/>.

InterLINK is primarily funded by the provincial government, to support collaborative and cooperative regional initiatives amongst libraries. Provincial funding is predominantly based on a per capita formula; InterLINK receives approximately \$600,000 in provincial grant funds annually. It is one of six library federations in the province, predating the establishment of the others by over 30 years.

Through InterLINK, District residents can access all Lower Mainland library materials and this strengthens our reach and our offerings. Amongst the 18 member libraries, almost 4 million items are borrowed by non-resident patrons annually. In 2014, DNV residents borrowed 264,589 items from other Lower Mainland libraries. NVDPL lent 256,586 items to residents of other InterLINK communities.

A complex formula determines the reimbursement costs per library, based on the degree to which a library is a net borrower or net lender of reciprocal borrowing activities. As the 2014 statistics reveal, NVDPL is a currently a net borrower, albeit minimally.

NVDPL's membership levy and service contribution will cost \$21,910 in 2014. However, the provincial government grants us approximately \$22,000 per year for providing reciprocal borrowing of library materials, as this activity is captured under the OneCard grant program.

InterLINK services and initiatives include:

- Delivery service of materials amongst the 18 libraries
- Coordinates the federally-funded New-to-BC program
- Patron-initiated Inter-Library Loans
- Consortial purchasing of world languages materials
- Occasional staff workshops and speaker series for staff and board development
- Leadership Development Program

DISCUSSION

InterLINK's 2015 provisional budget is attached. The InterLINK Board will be voting on this budget at their meeting on February 24. A "best practice" to adopt in future years will be that the approved provisional budget be tabled by the NVDPL Board for review and endorsement in advance of the InterLINK Board's budget vote.

Like many organizations, InterLINK will be focusing on clarifying and strengthening their governance structure. As the attached InterLINK briefing note states, "The issues regarding InterLINK governance are systemic and result from the lack of a policy framework that confirms governance, roles, reporting and decision-making structure".

InterLINK's draft Action Plan for 2015 will be tabled at its February 24 meeting with a staff recommendation that the plan be shared with member library boards for their comment and consideration.

FINAL REMARKS

NVDPL was a founding member of InterLINK, providing courageous leadership in its formative years. The first chief librarian, Enid Dearing, was key to the creation of the Greater Vancouver Library Federation (later known as InterLINK) in 1975, a development that led member libraries sharing their resources at an unprecedented level.



InterLINK Governance and Reporting Structure – Briefing Note

February 10, 2015

RECOMMENDATION:

Public Library InterLINK needs to review its existing policy framework and ensure issues such as roles, responsibilities, and relationships are codified. The Board should consider engaging a consultant with governance expertise to facilitate this governance review.

BACKGROUND:

Recent events with respect to personnel issues and Board decision-making have highlighted the need for more clarity with respect to InterLINK's governance. The *InterLINK Agreement*, dated June 1, 2001 and amended May 1, 2007, is a foundational document yet contains a great deal of language that does not reflect current practice. Developing a clear governance structure, including a review of the *InterLINK Agreement*, will enhance operations, improve communication, clarify roles and enable improved decision-making at all levels of the organization.

The need for role clarity and an effective policy framework is even more critical given InterLINK's unique structure and the length of time between meetings of its governing Board. Timely documentation from the ED assists Board members to be prepared for these meetings and enhances their ability to provide information on InterLINK initiatives at their home board meetings.

KEY POINTS:

The issues regarding InterLINK governance are systemic and result from the lack of a policy framework that confirms governance, roles, reporting and decision-making structure.

Clarifying the roles, responsibilities and relationships of the Executive Director, the InterLINK Board and the Administrators Advisory Group (AAG) would enhance organizational effectiveness.

It is the InterLINK Board's role to set the Federation's strategic direction and employ the ED to lead the organization in the fulfillment of that strategic direction. The ED ensures that the Board has the information necessary to make decisions. Recommendations to the Board emanate from the ED.

Board members are appointed by the member libraries and bring the perspective of the member libraries to the InterLINK table. They make decisions at the Board table that advance the mission and strategic direction of the Federation.

The role of the AAG is to advise the ED on the impact of programs and decisions and assist in the implementation of InterLINK programs. AAG members liaise with their library's representative to the InterLINK Board to ensure that the representative is briefed on matters that will be on the Board agenda and understand the impact of InterLINK projects on their institution.

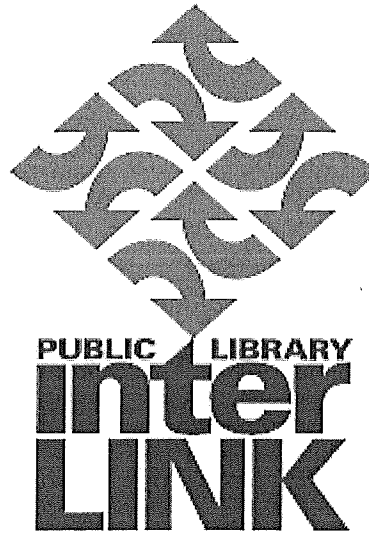
INTERIM ACTIONS ITEMS:

While the Board considers next steps with regard to InterLINK governance, the following should be considered interim actions:

ED will provide monthly activity updates to the InterLINK Board; cc'd to the AAG.

Reports for AAG and Board will provide background information, recommendations, policy and budgetary impacts and the implications of the decision.

Recommendations to the Board will emanate from the ED after the AAG has had the opportunity to provide advice on the issue at hand.



DRAFT

2015

PROVISIONAL BUDGET



DATE: November 18, 2014

TO: InterLINK Board of Directors

FROM: Finance Committee Members
Public Library InterLINK

RE: Proposed DRAFT 2015 InterLINK Operating Budget

Attached is the *DRAFT 2015 InterLINK Operating Budget*.

The *2015 Budget - Schedule A* includes the 2013 and 2014 Budget columns and a projected 2014 year-end column for comparative purposes.

The proposed *2015 Budget – Schedule A* shows an increase over the 2014 Budget which is mainly due to the NewToBC program. Membership levies show a 7.24% decrease over 2014 and is primarily due to extra revenues collected as administration fees for the NewToBC program. The following is an explanation of the variances of \$1,000 or more in the revenue and expenditure categories:

Revenue:

- **Provincial Grant** – is the same level as the 2014 federation-funding model of provincial support.
- **Net Borrowing Library-Contribution** – decreased by \$2,809 to reflect the projected circulation activity for 2014.
- **Member Levies** – decreased by \$41,948 or 7.24% over 2014. The decrease is primarily due to additional revenues collected as administration fees for the management of the NewToBC program.
- **Interest Income** – reduced by \$2,000 to reflect prior year levels.
- **NewToBC – Federal CIC** – shows \$459,585 as projected revenues for 2015.
- **NewToBC – Provincial** – shows \$20,000 which is the projected unexpended balance from 2014.

- **Workshops** – shows \$7,000 which is anticipated revenues from the Leadership Development workshops and Youth Services Committee workshops
- **InterLINK Admin-New to BC** – shows \$31,770 which is an Administration fee for the management of the NewToBC program for the period January 1 to Dec. 31, 2015.
- **Transfer from Reserve** – the budget line is a decrease of \$11,000 over 2014. No transfers have been identified at the time of Budget development. The Teen Reading Club program expense is now a regular part of the InterLINK operating budget and funds will not be transferred from reserves to cover the costs of this program.

Expenditures:

- **Salaries & Wages** - is down by \$2,900 to reflect 2014 levels. The budgeted amount includes wage increases and paygrade step increments.
- **Benefits** – have increased by \$7,052 to reflect increases to Group Benefits, Pension Plan and MSP rates.
- **Acquisitions-Processing Supplies-Audiobooks** – is decreased by \$1,000 to reflect 2014 levels. Less supplies are required for the MP3 format.
- **Computer Repair & Maintenance** – is increased by \$3,500 to cover conversion costs of a new version of the InterLINK Accounting program.
- **Conference/Courses – Staff Development** – increased by \$1,000 to reflect 2014 levels.
- **Contribution to Capital E & F** – is increased by \$2,000 to cover costs of new computer equipment for the Executive Director.
- **NewToBC - Federal CIC** – shows an expenditure of \$469,555. Expenses are covered by matching revenues. Note: If an adjustment in the projection is required it would not impact the Budget as revenues are also adjusted to offset the expenditures.
- **NewToBC – Provincial** – shows an expenditure of \$20,000. Revenues offset this expenditure.
- **Program Support – Teen Reading Club** – shows a Budget of \$11,000 for the program. Note: this has now been built into the 2015 InterLINK Operating Budget and funds from specific reserves will not be used to cover these costs.
- **Public Relations/Service Brochures** – is a decrease of 6,000 as an Audiobook Catalogue will not be printed in 2015. Note: This catalogue is printed every other year.

- **Sponsorships** – is decreased by \$3,000 to reflect 2014 levels.
- **Virtual Reference (Just Ask)** – shows an expense of \$10,500. Revenues offset this expenditure.
- **Transfer to Net Provider Compensation (Operating Budget)** – is down by \$17,000 and is based on circulation net activity projections for 2014.
- **Transfer to Net Provider Compensation (Borrowing Libraries)** – is down by \$2,809 and is based on circulation net activity projections for 2014.

The following schedules accompany the ***Draft Proposed 2015 InterLINK Budget (Schedule A)***:

Schedule B – Membership Levies provides a listing and comparison between 2012 and 2014 with a stated variance between 2014 and 2015. It should be noted that libraries with a service population under 20,000 are assessed at 75% of population, with the exception of the Fraser Valley Regional Library whose whole population is assessed at 50% as per the InterLINK Agreement. This factors in at a cost of \$.2223 per capita and if we show the full population served the cost per capita is \$.1927.

Schedule C – Member Levies' Calculation & Projected Net Circulation Compensation by Net Borrowing Libraries shows the member levies' calculation, which is comprised of two parts:

- calculation of share of member levies less the \$100,000 to VPL
- calculation of share of \$100,000 to VPL (VPL does not contribute)

Schedule C also shows the projected contribution by net borrowers of net circulation activity.

Schedule D – Projections for Compensation Model for 2015 is a spreadsheet, which shows the projected circulation activity for 2014, the 2015 member levy costs and the projected net borrower levy costs. The last column states the variance between the 2015 member levy and projected net borrower levy and the 2014 member levy and Net Borrower Levy.

**DRAFT 2015 InterLINK Operating Budget
Schedule A**

	2013 BUDGET	2014 BUDGET	2014 Projections	2015 BUDGET	VARIANCE 14 to 2015
REVENUES:					
Provincial Grant	\$ 600,623	\$ 600,623	\$ 600,623	\$ 600,623	\$ -
Net Borrower Library-Contribution	96,866	89,458	89,458	86,649	(2,809)
Member Levies	568,707	579,175	579,175	537,227	(41,948)
Interest Income	12,000	12,000	7,600	10,000	(2,000)
Teen Reading Club	-	500	5,000	-	(500)
New to BC - Federal CIC	-	-	349,722	469,585	469,585
New to BC - Provincial	406,633	102,850	565,739	20,000	(82,850)
Virtual Reference (Just Ask)	-	-	9,442	10,500	10,500
Miscellaneous	1,000	1,000	646	1,000	-
Workshops	-	-	10,800	7,000	7,000
InterLINK Admin-New to BC	-	7,000	33,455	38,770	31,770
Transfer from Reserve	30,000	11,000	81,000	-	(11,000)
Total Revenues	\$ 1,715,829	\$ 1,403,606	\$ 2,332,660	\$ 1,781,354	\$ 377,748
EXPENDITURES:					
Salaries & Wages	328,000	337,900	324,728	335,000	(2,900)
Benefits	59,380	76,448	79,600	83,500	7,052
Audit & Legal	6,800	6,800	6,800	7,000	200
Building Maintenance	3,400	3,400	3,235	3,400	-
Board/Committee/Membership/Mileage	10,000	9,000	7,834	9,000	-
Acquisitions - Audiobooks	118,000	118,000	118,433	118,000	-
Acquisitions-Proc. Supplies-Aubk.	3,000	3,000	1,765	2,000	(1,000)
Acquisitions-Proc. Supplies-ILL	1,700	1,500	1,500	1,500	-
Computer Repair & Maintenance	2,000	2,000	3,584	5,500	3,500
Confr/Courses - Staff Develop.	6,000	6,000	8,730	7,000	1,000
Contribution to Capital E & F	5,000	-	-	2,000	2,000
Courier Charges	45,000	45,000	44,465	45,000	-
Consortia Purchasing	-	-	-	-	-
Consulting Services	-	-	-	-	-
Insurance	4,500	4,500	4,139	4,500	-
Internet/Website-ILINK & Audbk.	5,000	6,000	3,547	6,000	-
InterLINK Strategic Plan	10,000	-	-	-	-
New to BC - Federal CIC	-	-	349,722	469,555	469,555
New to BC - Provincial	406,633	102,850	545,739	20,000	(82,850)
New to BC - Transfer to 2016 Def.Rev.	-	-	20,000	-	-
Office/Delivery Supplies	4,500	4,000	4,435	4,500	500
Office Expenses/Sundry	1,000	1,000	1,428	1,000	-
Patron Initiated ILL/DPR Study	-	-	65,155	-	-
Project Management/Secondment	-	-	-	-	-
Program Support-YSC	17,250	17,250	16,417	17,250	-
Program Support-YSC-Teen Reading	10,000	11,000	13,913	11,000	-
Public Relations/Serv. Broch.	6,000	12,000	6,192	6,000	(6,000)
Photocopy Equip. Lease	4,000	3,500	2,667	3,000	(500)
Postage/Shipping	1,800	2,000	1,255	1,500	(500)
Rent & Taxes	25,000	25,000	23,709	25,000	-
Sponsorships	-	5,000	300	2,000	(3,000)
Utilities	10,500	10,000	9,373	10,000	-
UBC & SFU-ILL Charges	9,500	9,500	9,500	9,500	-
Virtual Reference (Just Ask)	-	-	11,131	10,500	10,500
Vehicle Operation	20,000	23,500	21,782	23,500	-
Workshops	-	6,000	20,124	6,000	-
Sub-Total Operating Expenses:	1,123,963	852,148	1,731,202	1,249,705	397,557
Trsf. To General Reserve	-	-	-	-	-
Trfr.Net Provider Comp.(Operating Bdgt)	390,000	362,000	357,834	345,000	(17,000)
Trfr.Net Provider Comp.(Borr.Library)	96,866	89,458	89,458	86,649	(2,809)
Trfr.Net Provider Comp. (VPL)	100,000	100,000	100,000	100,000	-
Total Oper. Exp. & Comp.	\$ 1,710,829	\$ 1,403,606	\$ 2,278,494	\$ 1,781,354	\$ 377,748
Excess (Deficit)	\$ 5,000	\$ -	\$ 54,166	\$ -	\$ -

DRAFT 2015 InterLINK Operating Budget

Member Levies

Schedule B

NOTE: The 2015 Membership Levies are based upon the latest population figures used for 2014/2015 Provincial Grant purposes.

Library	Population	Adjusted Population	2012 InterLINK Member Levies	2013 InterLINK Member Levies	2014 InterLINK Member Levies	2015 InterLINK Member Levies	Variance
BIPL *	3,475	2,606	\$ 743	\$ 722	\$ 735	\$ 631	\$ (104)
BPL	234,559	234,559	60,486	58,664	59,339	55,675	(3,664)
CPL	138,761	138,761	33,674	32,693	33,220	32,917	(303)
FVRL **	706,117	353,059	91,658	88,628	89,482	83,779	(5,703)
GibPL *	11,761	8,821	2,365	2,244	2,351	2,118	(233)
LALA *	4,250	3,187	880	846	861	748	(113)
NWPL	68,280	68,280	17,771	17,355	17,538	15,830	(1,708)
NVCL	51,497	51,497	13,655	13,218	13,456	11,913	(1,543)
NVDPL	88,984	88,984	24,007	23,165	23,401	21,110	(2,291)
PemPL *	6,366	4,774	1,241	1,217	1,296	1,144	(152)
PMPL	34,479	34,479	9,032	8,796	8,832	8,192	(640)
RPL	201,303	201,303	52,324	50,533	51,194	48,421	(2,773)
SecPL *	15,950	11,962	3,118	3,044	3,270	2,812	(458)
SqPL *	19,244	14,433	3,744	3,766	3,889	3,433	(456)
SPL	504,770	504,770	123,025	121,028	123,621	119,967	(3,654)
VPL	642,514	642,514	133,452	128,894	132,731	116,259	(16,472)
WVML	44,807	44,807	12,287	11,830	11,860	10,439	(1,421)
WhPL *	10,485	7,864	2,170	2,064	2,099	1,839	(260)
TOTAL	2,787,602	2,416,660	\$ 585,632	\$ 568,707	\$ 579,175	\$ 537,227	\$ (41,948)
7.24% decrease to Membership Levies over 2014 Budget							
COST PER CAPITA:			\$.2498	\$.2396	\$.2402	\$.2223	
2015 Adjusted Population	2,416,660						

SUMMARY:

The direct cost per capita is arrived at by dividing the total member levy cost of \$537,227 by the total adjusted population of 2,416,660. It should be noted that the population figures for libraries which have a service population under 20,000, have been reduced to 75% with the exception of FVRL whose population has been reduced to 50%.

NOTE: asterisk (*) indicates which libraries' population figures have been reduced to 75%
 asterisk (**) indicates FVRL population at 50%.

DRAFT - 2015 InterLINK Operating Budget

Member Levies and Projected Net Circulation Compensation by Net Borrowing Libraries Schedule C

The 2015 Member Levies are based upon the latest population figures used for 2014//2015 Provincial Grant purposes.

Library	Population	Adjusted Population	Share of Member Levy (less 100K to VPL)	Share of 100K to VPL	TOTAL Member Levies	Projected Net Borr. Lib. Contrib. \$.10/net Loan	TOTAL Member Levy & Net Borr. Lib. Contrib.
BIPL *	3,475	2,606	\$ 481	\$ 150	\$ 631	\$ 1,545	\$ 2,176
BPL	234,559	234,559	42,455	13,220	\$ 55,675	-	55,675
CPL	138,761	138,761	25,097	7,820	\$ 32,917	27,120	60,037
FVRL **	706,117	353,059	63,879	19,900	\$ 83,779	23,612	107,391
GibPL *	11,761	8,821	1,618	500	\$ 2,118	1,664	3,782
LALA *	4,250	3,187	568	180	\$ 748	25	773
NWPL	68,280	68,280	12,330	3,500	\$ 15,830	4,969	20,799
NVCL	51,497	51,497	9,313	2,600	\$ 11,913	9,894	21,807
NVDPL	88,984	88,984	16,090	5,020	\$ 21,110	1,326	22,436
PemPL *	6,366	4,774	874	270	\$ 1,144	899	2,043
PMPL	34,479	34,479	6,252	1,940	\$ 8,192	-	8,192
RPL	201,303	201,303	36,421	12,000	\$ 48,421	-	48,421
SecPL *	15,950	11,962	2,142	670	\$ 2,812	-	2,812
SqPL *	19,244	14,433	2,623	810	\$ 3,433	894	4,327
SPL	504,770	504,770	91,337	28,630	\$ 119,967	14,701	134,668
VPL	642,514	642,514	116,259	-	\$ 116,259	-	116,259
WVML	44,807	44,807	8,089	2,350	\$ 10,439	-	10,439
WhPL *	10,485	7,864	1,399	440	\$ 1,839	-	1,839
TOTAL	2,787,602	2,416,660	\$ 437,227	\$ 100,000	\$ 537,227	\$ 86,649	\$ 623,876

NOTE: The net borrowers' contribution reflects the projected circulation activity from January to December 2014.

- (*) asterisk (*) indicates which libraries' population figures have been reduced to 75%
- (**) asterisk (**) indicates FVRL population at 50%.

**Public Library InterLINK
DRAFT - Compensation Model - 2015**

(using latest PLSB population numbers & adjusting population for indicated libraries libraries to 75%; 2014 Projected Circulation Activity; Membership Levy based on Data and Budget inputs for 2015)

(using \$0.50 per Net Loan; BC Net Lender subsidy @80%)

Schedule D

Library	PROJECTED CIRCULATION ACTIVITY FOR 2014					2015 MEMBER LEVIES & NET BORROWER LEVY					VARIANCE				
	Population 2014/2015	Adjusted Population 2014/2015 (Libraries w/ pop.under 20K @ 75% FVRL @ 50%)	Items Lent 2014	Items Borrowed 2014	Net Activity 2014	Net Lender Income \$0.50/net item	Net Borrower Levy at \$0.10/net item (after BC \$0.40/item subsidy)	Member Levy by Adjusted Population on \$100K ILINK Reference Grant to VPL	Member Levy (less \$100K ILINK Ref. Grant to VPL)	Total 2015 Member Levy	Projected Net Borrower Levy at \$0.10/net item	Total 2015 Member Levy & Actual Net Borrower Levy	2014 Member Levy	2014 Member Levy & Net Borrower Levy	Variance between 2015 Member Levy & Proj. Net Borr. Levy & 2014 Member Levy & Actual Net Borr. Levy
Bowen Island *	3,475	2,606	555	16,002	(15,447)		\$ (1,545)	\$ 150	\$ 481	\$ 631	\$ 1,545	\$ 2,176	\$ 735	\$ 2,574	\$ (398)
Burnaby	234,559	234,559	772,607	442,394	330,213	\$ 165,106		\$ 13,220	\$ 42,455	\$ 55,675	\$ -	\$ 55,675	\$ 59,339	\$ 59,339	\$ (3,664)
Coquitlam	138,761	138,761	219,730	490,932	(271,202)		\$ (27,120)	\$ 7,820	\$ 25,097	\$ 32,917	\$ 27,120	\$ 60,037	\$ 33,220	\$ 60,912	\$ (875)
Fraser Valley **	706,117	353,059	379,203	615,324	(236,121)		\$ (23,612)	\$ 19,900	\$ 63,879	\$ 83,779	\$ 23,612	\$ 107,391	\$ 89,482	\$ 112,791	\$ (5,400)
Gibsons & District *	11,761	8,821	11,437	28,082	(16,645)		\$ (1,664)	\$ 500	\$ 1,618	\$ 2,118	\$ 1,664	\$ 3,782	\$ 2,351	\$ 3,964	\$ (182)
Lillooet & Area *	4,250	3,187	151	402	(251)		\$ (25)	\$ 180	\$ 568	\$ 748	\$ 25	\$ 773	\$ 861	\$ 879	\$ (106)
New Westminster	68,280	68,280	130,785	180,475	(49,690)		\$ (4,969)	\$ 3,500	\$ 12,330	\$ 15,830	\$ 4,969	\$ 20,799	\$ 17,538	\$ 22,276	\$ (1,477)
North Vancouver City	51,497	51,497	188,976	287,914	(98,938)		\$ (9,894)	\$ 2,600	\$ 9,313	\$ 11,913	\$ 9,894	\$ 21,807	\$ 13,456	\$ 21,321	\$ 486
North Vancouver District	88,984	88,984	255,320	268,576	(13,256)		\$ (1,326)	\$ 5,020	\$ 16,090	\$ 21,110	\$ 1,326	\$ 22,436	\$ 23,401	\$ 26,191	\$ (3,755)
Pemberton *	6,366	4,774	1,906	10,903	(8,997)		\$ (899)	\$ 270	\$ 874	\$ 1,144	\$ 899	\$ 2,043	\$ 1,296	\$ 2,210	\$ (167)
Port Moody	34,479	34,479	230,827	120,748	110,079	\$ 55,040		\$ 1,940	\$ 6,252	\$ 8,192	\$ -	\$ 8,192	\$ 8,832	\$ 8,832	\$ (640)
Richmond	201,303	201,303	412,758	174,745	238,013	\$ 119,006		\$ 12,000	\$ 36,421	\$ 48,421	\$ -	\$ 48,421	\$ 51,194	\$ 51,194	\$ (2,773)
Sechelt *	15,950	11,962	22,977	18,295	4,682	\$ 2,341		\$ 670	\$ 2,142	\$ 2,812	\$ -	\$ 2,812	\$ 3,270	\$ 3,270	\$ (458)
Squamish *	19,244	14,433	6,548	15,485	(8,937)		\$ (894)	\$ 810	\$ 2,623	\$ 3,433	\$ 894	\$ 4,327	\$ 3,889	\$ 4,942	\$ (615)
Surrey	504,770	504,770	309,887	456,897	(147,010)		\$ (14,701)	\$ 28,630	\$ 91,337	\$ 119,967	\$ 14,701	\$ 134,668	\$ 123,621	\$ 141,248	\$ (6,580)
Vancouver	642,514	642,514	800,453	748,981	51,472	\$ 25,736		\$ -	\$ 116,259	\$ 116,259	\$ -	\$ 116,259	\$ 132,731	\$ 132,731	\$ (16,472)
West Vancouver	44,807	44,807	190,788	78,932	111,856	\$ 55,928		\$ 2,350	\$ 8,089	\$ 10,439	\$ -	\$ 10,439	\$ 11,860	\$ 11,860	\$ (1,421)
Whistler *	10,485	7,864	28,404	8,225	20,179	\$ 10,090		\$ 440	\$ 1,399	\$ 1,839	\$ -	\$ 1,839	\$ 2,099	\$ 2,099	\$ (260)
TOTALS:	2,787,602	2,416,660	3,963,312	3,963,312	-	\$ 433,247	\$ (86,649)	\$ 100,000	\$ 437,227	\$ 537,227	\$ 86,649	\$ 623,876	\$ 579,175	\$ 668,633	(44,757)

* population adjusted to 75% for Bowen Island, Gibsons, Lillooet, Pemberton, Sechelt, Squamish & Whistler
** population for FVRL is adjusted at 50%

Only net borrowers pay this levy

VPL does not participate in this levy; FVRL discounted to 50% and libraries with population under 20k to 75%

7.24% decrease to Membership Levies over 2014 Budget