MEETING INFORMATION

Date: February 22, 2021   Time: 12:00pm
Attendees via Zoom: Vicky Lefebvre, Warren Griffin, Jill McLuckie, Larry Tiedemann, Cyndy Heslin, Barbara Smith, Karen Shaw, Craig Lukinuk, Debra McQuinn, Jen Anheliger, Jodi Dahlgren, James MacDonald, Terri Hampson and Jeff Alliston.

AGENDA ITEMS

1. *Approval of Agenda **M1** Karen Shaw motions to accept the agenda as amended, all in favor, motion carried.*

2. *Approval of Previous Minutes*
   - Executive Committee Meeting January 11, 2021 – **M2** *Jill McLuckie motions to accept the Meeting Minutes of January 11, 2021, all in favor, motion carried.*
   - *Special Meeting (Org Review) February 15, 2021 – **M3** Debra McQuinn motions to accept the February 15, 2021 minutes, all in favor, motion carried.*
   - Special Meeting (Org Review) February 20, 2021 – **M4** *Warren Griffin motions to accept the February 20, 2021, all in favor, motion carried.*

FOR DISCUSSION / INFORMATION

3. *NLLS Chair Report – **M5** Jill McLuckie motions to accept the NLLS Chair report as presented for information, all in favor, motion carried.*

Cyndy Heslin joined the meeting.

4. *Auditor's Report*
Briefing Note: The draft report should be received on Friday (after this package was sent out). Currently, nothing appears amiss with the audit.
M6 *Cyndy Heslin motions to accept the auditor's report as information and to forward to the general board for information.*

5. Executive Director Report
M7 *Barbara Smith motions to have future Executive Director's weekly reports sent out to the NLLS Board representatives, all in favor, motion carried.*
M8 *Motions to accept the Executive Director's report as information and to forward to the general board for information.*

6. *NLLS Annual Report approval for submission*
Briefing Note: We are to submit annual reports to the province and these reports must be approved by the board. As board of record for Edmonton Garrison and Myrnam we also need to submit annual reports for these libraries. We have had difficulty reaching the library manager at Edmonton Garrison to complete that report. Today we can review for acceptance the System and Myrnam reports. Edmonton Garrison and the Indigenous grant report will need to come to the next board meeting for approval as these are still being completed.
M9 *Jill McLuckie motions to accept the annual report for Northern Lights Library System, all in favor, motion carried.*
M10 *Larry Tiedeman motions to accept the annual report for Myrnam, all in favor, motion carried.*

7. *Library Managers Chair Report*
M11 *Barbara Smith motions to accept the Library Managers Chair report as presented, all in favor, motion carried.*

Craig Lukinuk left the meeting.

8. Financial Report
Briefing Note: *72% of the Municipal levy's have been received for 2021. We are hopeful to receive an establishment grant for Frog Lake Library once ministerial approval is granted. We saw a significant decrease in interest for Jan and I don't foresee that changing in the near future. As I was working through each line, found that TAL (The Alberta Library) which was a stand-alone line prior to 2021 was moved to the Membership line but the yearly amount did not move with it. $9370.21 will make a difference to the bottom line. Reserve Funds continue to be very healthy and will be updated accordingly once I review the 2019 audited financials.*
M12 *Debra McQuinn motions to accept for information the January financials as presented, all in favor, motion carried.*

9. ALLB IT report findings
Briefing note: Lac La Biche has had network problems for a protracted period of time. Our IT staff include here a report that indicates the problem is not with the NLLS network. We have spent significant time and resources in troubleshooting this issue. We need to communicate to Lac La Biche that next steps are for them to have professional network administrators evaluate their network. We can help by helping to identify such professionals, potentially doing the investigation ourselves at a cost.
M13 *Larry Tiedemann motions for the Executive Director to draft a letter to the library manager and local board regarding the findings of NLLS IT investigation into ALLB network problems and propose steps going forward.*

10. Potential Dissolution of the Budget Committee and election of Treasurer
Briefing Note: On advice of Margaret Law and findings of the organizational review we are encouraged to increase transparency and efficiency in how we handle the budget by dissolving the middle body of a budget sub-committee. We would need to appoint a treasurer as the Executive Director cannot make motions for the board. This move would more closely involve the Executive Director and the Executive board in the budget process and better define the roles of each.
M14 *Barbara Smith motions the Policy Committee to formulate policy on the election of a NLLS Board Treasurer and prepare the dissolution of the Budget Committee, all in favor, motion carried.*
M15 *Warren Griffin motions to refer the General Board to direct the Executive Committee to elect an Executive Committee member to the position of NLLS Board Treasurer, all in favor, motion carried.*

11. Advocacy with community councils around appointments of NLLS board members
Briefing note: It was raised in our organizational review that we can make greater efforts to advocate for appropriate assignments of new board members, especially as we approach elections this year. Some thoughts that were raised: letters to CAO from ED, letter to mayors from board chair.

12. Feb 26, 2021 General Board Meeting
Briefing note: Are there any additions for the agenda.

FOR DECISION

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13. Organizational Review
Briefing Note: Margaret Law has completed her review of the organization. The draft review was first presented to the Executive on Feb 15th. Based on feedback and discussion in that meeting a final review report was drafted and presented to the Executive on February 20th. The review will be presented to the general board on February 26th.
M16 *Debra McQuinn motions to accept the final Organizational Review report as presented and to communicate its findings to the board.*

14. Board Member missed meetings process
Briefing note: According to the Libraries Act board members that are unexcused from 3 consecutive board meetings automatically resign their seat. We'd like to setup an automatic process for notifying the municipality and requesting the appointment of a new representative. We currently have 8 members in this circumstance. We would send a form letter (example in package) to the CAO of municipalities with this issue (cc'd to board member, and NLLS board chair). Do we need an automatic letter to the board member after 2nd consecutive absence?
M17 *Jill McLuckie motions to send letters, as presented, automatically after 3 consecutive unexcused absences from Executive or general board meeting, all in favor, motion carried.*

15. Ratification of signing authority for James with ATB
Briefing Note: James has been added as a signing authority and this should be ratified by the board.
M18 *Cyndy Heslin motions to ratify the decision to extend bank signing authority to the Executive Director, James MacDonald, all in favor, motion carried.*

16. Updated Policy Submission
Briefing Note: Policy submission was sent to the Board.
M19 *Karen Shaw motions to have the updated policy submission to the General Board for approval, all in favor, motion carried.*

ACTION ITEMS FROM PREVIOUS MEETING

1. Quote for building insulation – James – tabled to spring 2021
   a. Terri will gather data on temperature in the bib area over the next couple weeks
2. Executive Director Review form revision – Vicky pending with Org review
   a. Waiting for Margaret's org review report
3. ALLB bandwidth – Terri/Kelly
   a. Item number 9 - completed
4. Send General Board Meeting invite to new Interim Minister McIver – Terri – completed
   a. Minister McIver has sent his regrets.
5. Send out the Canada Summer Grants information to librarians -Terri – completed

ACTION ITEMS FROM THIS MEETING

1. Executive Director to draft a letter to the ALLB library manager and local board regarding the findings of NLLS IT investigation into network problems and propose steps going forward – James MacDonald
2. Policy Committee to formulate policy on the election of a NLLS Board Treasurer and prepare the dissolution of the Budget Committee.
3. Refer the General Board to direct the Executive Committee to elect an Executive Committee member to the position of NLLS Board Treasurer.

Next Meeting Date: TBD

Adjournment of the Meeting: **M20** *Jill McLuckie motions to adjourn the meeting.*

FEB 26, 2021 General Board Meeting Policy Submission – UPDATED

Policies to the General Board for Review and Approval

a.   Sec 1, 1B Compensation – updated abbreviations
b.   Sec 1, 1H Overtime – no change
c.   Sec 1, 1R, NLLS Company Vehicles & Equipment updated abbreviations and appendix explanation
d.   Sec 1, 1V Criminal Record Check – replaced with NEW Police Information Record Check
e.   Sec 1, 2E Work from Home updated words
f.   Sec 1, 2F Pets in the Workplace NEW updated words
g.   Sec 2, 1F Board Code of Ethics updated FOIP information
h.   Sec 2, 1H Committees of the Board updated
i.   Sec 3, 1G Budget no change

        Terms of Reference
a.   Building Committee TOR added wording
b.   NLLS Procedural Bylaw no change

STATEMENT OF POLICY AND PROCEDURE			
Section:	NLLS Employee(s)	Effective:	Feb 26, 2021
Chapter:	Conditions of Employment	Page(s):	2
Subject:	**COMPENSATION**	Revised Date:	Jan 14, 2021
			Sec 1, 1B
		Reviewed:	Feb 21, 2020

COMPENSATION

1) Level – Based on experience, education, and job classification.

2) Salary Grid reflects Steps 1-5 within each Level based on length of service.

3) Step within each salary level will be based on length of service and achieving an overall satisfactory performance review. ~~Upon completion of one full year of work, and on the employee's anniversary date, the employee will be advanced to the next step on the salary grid level to which they are assigned. (Refer to G. Employee Conduct and Disciplinary Action)~~ In the event of an unsatisfactory overall performance, the review will result in no movement on the salary grid. Employee may be reassessed within 6 months from original review pending further outcome.

   a) Employees who have reached the top of their grid shall only be eligible for Cost of Living Allowance (COLA) increases as approved by the Board.
   b) At the discretion of the Executive Director, an employee may be advanced to the next Level.
   c) The Executive Director has the sole authority to advance any employee one (1) level based on experience, merit, professional development or increased duties. The decision to advance any employee two (2) or more levels requires Executive Committee notification and approval.

4) The payroll deductions required by law, including Income Tax, Canada Pension and Unemployment Insurance, will be taken from each pay cheque.

5) Considering market conditions and the ability to attract qualified employees the Executive Director may recognize prior relevant experience and place an employee higher than on Step 1 of the grid.

6) ~~Advancement within each salary level will be based on length of service. Upon completion of one (1) full year of work, and on the employee's anniversary date, the employee will be advanced to the next step on the salary grid level to which they are assigned.~~

7) Salary increases for both full and part-time employee(s) will be effective on the employee's anniversary date of employment.

8) All salary ranges, will be reviewed annually. Any recommendations from the NLLS management team will be made to the NLLS Executive Committee. Any approved increases to overall compensation will normally be effective January 1st

9) The Executive Directors compensation is as per continuous employment contract.

_____
NLLS Executive Board Chair

Feb 26, 2021
_____
Date of Approval

STATEMENT OF POLICY AND PROCEDURE

Section:	NLLS Employee(s)	Effective:	May 13 2017
Chapter:	Conditions of Employment	Page(s):	2
Subject:	**OVERTIME**	Revised Date:	Feb 26, 2021
			Sec 1, 1H Appendix D
		Reviewed:	Jan 14, 2021

OVERTIME

1. For non-management employees, hours worked in excess of regular hours will be compensated by allowing time off according to the terms of the NLLS Overtime Agreement and Alberta Employment standards. https://www.alberta.ca/alberta-employment-standards-rules.aspx

2. For employees paid on an hourly basis, hours worked in excess of regular hours will be paid at overtime rates according to the terms of the Employment Standards Code.

3. For all employees, overtime requires the prior authorization of the Executive Director or Department Manager with the exception of emergency situations.

4. All non-management employees are eligible for lieu time off in place of overtime pay.

5. ~~NLLS Management employee(s) are eligible for flex time in lieu of overtime as per the discretion of the Executive Director.~~

6. While every effort will be taken to accommodate employees' wishes, NLLS reserves the right to schedule when in-lieu time will be taken. In-lieu time may not be taken without the prior authorization of an employee's manager and must be taken within six (6) months of earning such lieu time.

7. While every effort will be taken to accommodate employees' wishes, NLLS reserves the right to schedule when flex time will be taken. Flex time may not be taken without the prior authorization of an employee's manager and must be taken within sixty (60) days of earning such flex time.

8. Lieu time must be taken within the six (6) months it was earned. In December all unused lieu will be paid out on the final calendar year payroll run.

9. Lieu or flex time will not be carried over into a new fiscal year.

10. Employee(s) who are called out after hours for work by the alarm company or Executive Director will be paid a minimum call out of three (3) hours of their current wage.

NLLS Executive Board Chair

Feb 26, 2021

Date of Approval
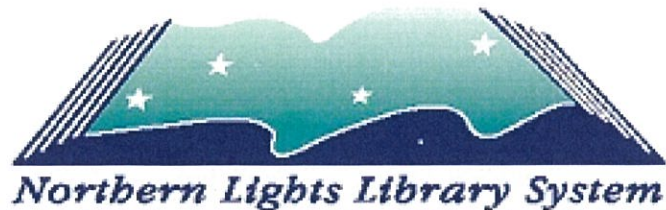
APPENDIX D – Overtime Agreement

Overtime Agreement Form

It is agreed between:

_____ of _____

and

Northern Lights Library System of 5615 48 St Elk Point, AB T0A 1A0

That either wholly or partly the employer will provide, and the employee will take:1 hr for 1 hr time off with pay in place of overtime pay for those hours worked in excess of seven (7) hours in a work day or after thirty-five (35) hours in a work week, whichever is greater.

The time off with pay shall be provided, taken and paid within six (6) months of the end of the pay period in which it was earned.

If the time off with pay instead of overtime is not provided, taken and paid in accordance with paragraph 2, the employee shall be paid overtime pay of a least 1.5 times the employee's wage rate for the overtime hours worked.

Time off in place of overtime shall be treated as hours of work and remuneration paid in respect to time off in place of overtime pay shall be treated as wages.

The time off in place of pay shall be provided by the employer and taken by the employee within six (6) months of the end of the pay period in which it is earned.

Lieu time must be taken within the six (6) months it was earned. In December all unused lieu will be paid out

on the final calendar year payroll run; no lieu can be carried over into new fiscal year.

The employer shall provide a copy of this agreement to the employee.

No amendment or termination of this agreement shall be effective without at least one month's notice in writing by one party to the other.

Dated this _____ day of _____ 20__.

_____   _____

Employer Representative   Employee

STATEMENT OF POLICY AND PROCEDURE			
Section:	NLLS Employee(s)	Effective:	May 13 2017
Chapter:	Conditions of Employment	Page(s):	5
Subject:	**NLLS COMPANY VEHICLES & EQUIPMENT**	Revised Date:	Feb 26, 2021
			Sec 1, 1R Appendix Q/R/S
		Reviewed:	Jan 14, 2021

NLLS COMPANY VEHICLES

1. Overview

    a. NLLS has several vehicles which employees may be permitted or required to drive while performing their jobs, at the Company's sole discretion. Employees must be eighteen (18) years of age or older.

    b. All employees who operate a company vehicle must possess a minimum of a valid Class 5 Graduate Drivers Licence (GDL), Class 5 Alberta licence or other Canadian province/territory equivalent.

    c. Any employee who may use a company vehicle must sign a driver abstract consent form. NLLS company representative will request abstracts once a year. Appendix S – Driver Abstract Consent form.

    d. All new hires who will be driving with less than five (5) years driving experience must supply a five (5) year loss experience letter. This is a "Claims Experience Letter" requested from their insurance company.

    e. Employees must notify NLLS immediately of any change in the status of their driver's licence or their insurability. Failure to do so may result in disciplinary measure, up to and including termination.

    f. Only authorized NLLS employees are authorized to operate or travel in a company vehicle without Executive Director's approval.

2. Usage

    a. All Employee(s) must complete vehicle tracking sheet.

    b. Employee(s) may start or end to closer destination (headquarters or home) when using NLLS vehicle outside normal business hours.

    c. NLLS vehicle usage must be approved by department manager or executive director with paper or electronic approval. Vehicle must be signed out via calendar.

d. NLLS vehicle usage by the Executive Director must be approved by the Board Chair with paper or electronic approval. Vehicle must be signed out via calendar.

e. Employees are responsible for adhering to the rules of the road and for ensuring the vehicle is operated in a safe manner in accordance with local laws and regulations, including those related to speed limits and parking. Employees are personally responsible for any fines related to parking, speed or other traffic infractions incurred while in control of the vehicle.

3. Fleet Replacement - Appendix Q

   a. NLLS shall replace all fleet vehicles in accordance with the Fleet Replacement Plan.

   b. NLLS shall replace consultant vehicles at 150,000km or five (5) years whichever comes first.

   c. NLLS shall replace company delivery vans at 250,000km or three (3) years whichever comes first.

   d. Based on available funding, vehicle reliability and or safety record of the vehicle's replacement time may be extended or shortened.

4. If trade in value is less than blue book value, then NLLS may opt to tender out vehicles or equipment for private sale.

5. NLLS will seek the highest return value on our vehicles by putting it out to public tender with a reserve bid. Reserve bid will be based on current fair market value. Unsuccessful tender will result in NLLS selling the vehicle through alternative means.

6. Equipment Replacement – Appendix Q Fleet Replacement ~~UPDATED~~

   a. NLLS shall replace all equipment in accordance with the Equipment Replacement Plan.

_____   Feb 26, 2021
NLLS Executive Board Chair   Date of Approval

APPENDIX Q – Fleet Replacement

Northern Lights Library System

NLLS FLEET REPLACEMENT CHART

Vehicle Type	Vehicle Year	Original Cost	Replacement Mileage	Replacement Date	Replacement Cost
~~Chev Uplander Van~~	~~2009~~		~~250,000~~	~~2014~~	SOLD REMOVE
Jeep Patriot	2016	$27,583.76	150,000	2021	
Dodge Journey	2016	$33,962.56	150,000	2021	
Dodge Grand Caravan Crew Plus	2017	$36,096.11	150,000	2022	
Ford Transit Van	2018	$27,258.04	250,000	2022	
Dodge Promaster Van	2020	31,907.51	250,000	2025	
Dodge Promaster Van	2021	35,722.31	250,000	2026	NEW

APPENDIX R – Equipment Replacement – Items over $5000.00

Northern Lights Library System

NLLS EQUIPMENT REPLACEMENT CHART

Equipment Type	Equipment Year	Original Cost	Replacement Hours	Replacement Date	Replacement Cost
Digitization Machine	2017	30,000	TBD	n/a	
NAO Robot	2019	15,000		n/a	

Appendix S – Driver Consent Form

Alberta ■ Government

Driver Abstract Consent

A "Driver Abstract" is the product name under which the Alberta Government releases specific information from a person's driving record, which contains:

- Name
- Address
- Date of Birth
- Height
- Weight
- Sex
- Class
- Issue Date
- MVID Number
- Licence Number
- Current Demerit Points
- Suspended Status
- Expiration Date
- Reinstatement conditions *(if any)*
- List of violations (Descriptions, Demerit / Merit Points and Suspension Term)
- A Commercial Driver Abstract (CDA) includes Commercial Vehicle Safety Alliance Inspection (CVSA) information and all of the above information with the exception of date of birth, height, weight, and sex.

PART 1

I, _____ of _____ ,

        Full Name   Full Address

declare that my Driver's Licence Number is: _____ , my Date of Birth is: _____ ,

                                                 month by name, day, year

and I give consent for my: ☐ 3 Year, ☐ 5 Year, ☐ 10 Year Driver Abstract (SDA),

                        ☐ 3 Year, ☐ 5 Year, ☐ 10 Year Commercial Driver Abstract (CDA),

to be released, for the period specified under the subsection 5(1)(a), 5(1)(b)(iii) or 5(1)(b)(v) of AMVIR listed below,

to _____ of _____ .

  Name of the person / organization receiving the driver's abstract   Full Address

In accordance with the *Alberta Motor Vehicle Information Regulation* (AMVIR) (choose **one** of the following subsections):

☐ **5(1)(a) driver's abstract released to a person known by myself**

  I acknowledge that the above individual is personally known to me, is not acting as an agent or employee of any other person in this transaction, and is not compensated in any manner for receiving or transferring the driver's abstract to myself.
  NOTE: This consent is valid for one month after the consent is dated and the information product released cannot be faxed by the registry agent.

☐ **5(1)(b)(iii) driver's abstract released to my employer or prospective employer**

  NOTE: This consent is valid for three months after the consent is dated if it is used by a prospective employer. This consent is valid for three years from the date it is dated or for the length of the employment whichever is shorter if it is used by the current employer. The information product released can be faxed by the registry agent only to the Employer signing PART 2.

☐ **5(1)(b)(v) driver's abstract released to a lawyer representing me**

  NOTE: This consent is valid for three months after the consent is dated. The information product released can be faxed by the registry agent only to the Lawyer signing PART 2.

I agree that Alberta Registries and/or the registry agent are not liable for any damages or losses however caused, in respect to any defect, error or omission in the driver's abstract, or use of the driver's abstract by the person receiving it.

_____   _____
          Date   Signature

PART 2 - Declaration for Faxing *(This does not apply to subsection 5(1)(a) above)*

I / We, _____ of _____ ,

    Name of Employer or Lawyer   Address

request the driver's abstract, as mentioned above, to be faxed to _____ .

                                                Fax Number (include area code)

I/We agree that Alberta Registries and/or the registry agent are not liable for any privacy breach after the driver's abstract has been faxed to the above number.

_____   _____
          Date   Signature of Employer or Lawyer

STATEMENT OF POLICY AND PROCEDURE			
Section:	NLLS Employee(s)	Effective:	Feb 26, 2021
Chapter:	Conditions of Employment	Page(s):	2
Subject:	**CRIMINAL RECORD CHECK**	Revised Date:	NEW
			Sec 1,1V
		Reviewed:	Jan 14, 2021

CRIMINAL RECORD CHECK

Northern Lights Library System recognizes that it has a duty to protect and act in the best interests of the people for whom it serves and the larger community.

A criminal record check will seek information regarding outstanding charges and/or convictions under any federal statute including the Criminal Code of Canada and Narcotic Control Act, for which a record suspension has not been granted, or for which a record suspension has subsequently been revoked (collectively referred to as "a disclosable criminal record").

1. All criminal record checks will be compliant with Human Rights and Privacy legislation.

2. All new and continuing NLLS employees who are required to do so by legislation will be asked to complete and submit criminal record checks.

3. A person who is offered employment at NLLS may be required to complete and submit a criminal reference check before they are employed by NLLS.

4. An employee who is offered a different position at NLLS may be required to complete and submit a criminal record check before the employee starts the new position.

5. All applicants will have the opportunity to review the results of the criminal record check and will be required to verify the results before any offer of employment may be made.

6. A disclosable criminal record will not necessarily preclude employment or subsequent promotion or result in any action being taken in relation to an employee. In making a determination about the proper response to the existence of a disclosable criminal record, the Executive Director will consider the offence history based on the following criteria:
   a. The nature of the offence(s).
   b. The relevance of the offence(s) to the position.
   c. The length of time since the offence(s) took place.
   d. Any mitigating or extenuating circumstances that might be revealed in relation to the offences committed.
   e. Whether there is an extended history of criminal offence(s) or accumulation of individual minor offences that indicate a persistent pattern of behavior.

7. Original documents are required for submission to NLLS. Photocopies, faxes or electronic copies of criminal record checks will not be accepted.

Confidentiality

1. All information surrounding the criminal record check, including the results, will be maintained in accordance with the Freedom of Information and Privacy Act. Confidentiality will be maintained for all criminal background check information, including a decision not to hire the applicant.

Records Retention

1. NLLS will retain the records of any criminal background checks in a secure file for a period of 10 years, or longer if provincial laws require a longer retention schedule for such records. Records will be retained in electronic or hard copy form depending on which form is most suitable for the preservation and security of the records and to be consistent with applicable laws. At the end of the scheduled retention period, NLLS will destroy the records unless there is pending or possible litigations.

_____
NLLS Executive Board Chair

Feb 26, 2021
_____
Date of Approval

STATEMENT OF POLICY AND PROCEDURE			
Section:	NLLS Employee(s)	Effective:	Feb 26, 2021
Chapter:	Conditions of Employment	Page(s):	2
Subject:	**Police Information Check (PIC)**	Revised Date:	NEW
	(Also referred to as Criminal Record Check)		Sec 1, 1V
		Reviewed:	

POLICE INFORMATION CHECK

Northern Lights Library System (NLLS) recognizes that it has a duty to protect and act in the best interests of the people for whom it serves and to the larger community.

A Police Information Check (PIC), will seek information regarding outstanding charges, convictions and/or disclosable adverse information under any Federal Statute including the Criminal Code of Canada, the Narcotics Control Act and the Controlled Drugs and Substances Act, for which a record suspension has subsequently been revoked (collectively referred to as a 'a disclosable criminal record").

1. All Police Information Checks (PIC) will be compliant with Human Rights and Privacy legislation.

2. All new and continuing NLLS employees, who are required to do so by legislation, will be asked to complete and submit a PIC.

3. A person who is offered employment at NLLS may be required to complete and submit a PIC before they are employed by NLLS.

4. An employee who is offered a different position at NLLS may be required to complete and submit a PIC before the employee starts the new position.

5. All applicants will have the opportunity to review the results of the PIC and will be required to verify the results before any offer of employment may be made.

6. A disclosable Criminal Record or adverse information, will not necessarily preclude employment or subsequent promotion or result in any action being taken in relation to an employee. In making a determination about the proper response to the existence of disclosable information, the Executive Director will consider the offence history based on the following criteria:

    a. The nature of the offence(s).
    b. The relevance of the offence(s) to the position.
    c. The length of time since the offence(s) took place.
    d. Any mitigating or extenuating circumstances that might be revealed in relation to the offences committed.
    e. Whether there is an extended history of criminal offence(s) or accumulation of individual minor offences that indicate a persistent pattern of behavior.

7. Original documents are required for submission to NLLS. Photocopies, faxes or electronic copies of criminal record checks will not be accepted.

CONFIDENTIALITY

1.   All information surrounding the Police Information Check, including the results, will be maintained in accordance with the Freedom of Information and Privacy Act. Confidentiality will be maintained for all criminal background check information, including a decision not to hire the applicant.

RECORDS RETENTION

1.   NLLS will retain the records of any criminal background checks in a secure file for a period of 10 years, or longer if provincial laws require a longer retention schedule for such records. Records will be retained in electronic or hard copy form depending on which form is most suitable for the preservation and security of the records and to be consistent with applicable laws. At the end of the scheduled retention period, NLLS will destroy the records unless there is pending or possible litigations.

_____
NLLS Executive Board Chair

February 26, 2021
Date of Approval

STATEMENT OF POLICY AND PROCEDURE			
Section:	NLLS Employee(s)	Effective:	Feb 26, 2021
Chapter:	Workplace Health and Safety	Page(s):	2
Subject:	~~WORK FROM HOME~~ **WORKING REMOTELY**	Revised Date:	NEW
			Sec 1, 2E
		Reviewed:	Jan 14, 2021

~~WORK FROM HOME~~ WORKING REMOTELY

The Northern Lights Library Board recognizes that there are circumstances where having staff work ~~from home~~ remotely may be of benefit to the employer and/or the employee. Reasons for working ~~from home~~ remotely may include but are not limited to: health and safety (such as a pandemic or other significant health-related event), an employee's personal circumstances, or other reasons. This policy is applied at the discretion of the Executive Director or designate according to job requirements and other appropriate considerations.

Policy

NLLS may permit employees to work ~~from home~~ remotely when it is practical or necessary to do so.

This policy does not change or replace the existing terms of an existing employment agreement. Remote employees must comply with all relevant NLLS policies, practices and instructions. Working ~~from home~~ remotely is voluntary unless stipulated by the employer.

Work hours, compensation, annual vacation, and employee leaves will follow applicable policies and agreements. The employer reserves the right to end an employee's work ~~from home~~ remotely arrangement at any time.

All staff working ~~from home~~ remotely must sign the Northern Lights Library System Working Remotely Agreement.

Responsibilities

1. The Employee is responsible for:
   a. Costs associated with working ~~from home~~ remotely, e.g. network connection
   b. Maintaining a home work environment that is ergonomic and free of hazards
   c. Maintaining open and regular communication with supervisor and team members
   d. Performing their duties to a high standard
   e. Performing their duties in a safe and responsible manner

2. The Employer is responsible for:
   a. Approving or denying request in consultation with the manager
   b. Providing a computer and other devices as necessary to adequately perform tasks ~~from home~~ remotely (including the accommodation of special needs, within reason)
   c. Providing remote access where necessary to desktops and other devices as required
   d. Maintaining open and regular communication with employee and team members
   e. Working with staff to ensure that occupational health and safety practices are observed in the ~~home~~ remote environment.

Feb 26, 2021

_____
NLLS Executive Board Chair

_____
Date of Approval

STATEMENT OF POLICY AND PROCEDURE			
Section:	NLLS Employee(s)	Effective:	Feb 26, 2021
Chapter:	Workplace Health and Safety	Page(s):	2
Subject:	**PETS IN THE WORKPLACE**	Revised Date:	N/A
			Sec 1, 2F
		Reviewed:	Jan 14, 2021

PETS IN THE WORKPLACE

Our pets in the workplace policy outlines our rules for bringing, caring for and supervising pets in ~~our~~ Northern Lights Library System (NLLS) company's offices.

~~We believe that~~ Pets can foster a friendlier and happier workplace. They are fun, playful and can have positive influence on our work. We will allow ~~our~~ NLLS employees to have their pets at work on designated days.

We want to make sure that animals won't disrupt ~~our~~ the operations, damage properties or cause medical issues to other employees. We expect everyone to read and respect this policy.

This policy refers to all our employees, visitors, contractors and consultants.

It applies to any space ~~our company~~ NLLS owns where employees perform their job duties.

Employees who own pets can choose to bring them to their workplace on designated days. They should always consult with ~~the HR department~~ their Manager or Executive Director to:

- Inform ~~HR~~ them that their pet is adequately trained
- Present current documentation of insurance policy that covers their pets
- Provide proof that their pets are clean, properly vaccinated and free of parasites
- Ensure their pet will not cause allergies or other medical problems for their coworkers
- Sign waivers that state their pets information and their owner's responsibility towards them

What pets are allowed?

Office pets are usually dogs and cats, but any pet that is well-trained and not potentially dangerous or unpleasant is also allowed. Young animals are not allowed until they're adequately trained. Pets like snakes, spiders and bunnies (which chew up cords) are prohibited in the workplace.

All dogs are to be on a leash outside of the owner's office space and their movements restricted to their owner's office space. Their owner is responsible for informing others of their dog's presence, preferably with a sign.

Owner's responsibilities

Generally, ~~we~~ NLLS wants to ensure that our company and employees' pets are cared for properly. Pet owners should clean up after their pets. They are solely responsible for their pet's behavior and

well-being. They should supervise their pets in the workplace or know their location at all times. More specifically, they should make sure their animal doesn't:

- Make a mess
- Fight with other office pets
- Wander in prohibited places
- Endanger themselves or others
- Damage company or employee property
- Annoy coworkers (e.g. barking constantly, climbing on their desks)

If any of these occur, it falls to the ~~HR department's~~ Manager or Executive Director's discretion to determine the seriousness of the pet's actions. As a general rule, if the pet misbehaves three times or becomes overly aggressive, their owner may be prohibited from bringing the pet to the office again. They will also be responsible for any expenses and cleaning resulting from their pet's behavior.

Owners can leave work to walk their dogs on their lunch breaks. They should avoid using up excessive work time to look after their pets. If a pet needs constant care and attention, their owner may be instructed to leave them at home. Same goes for days that their owner has a busy schedule and is unable to supervise them.

Pet owners are advised not to leave pets in their vehicles for great periods of time. In some jurisdictions, leaving pets in cars confined or unattended, in conditions that may endanger them, is illegal. Pet owners are obliged to know the law. When employees use company vehicles, we prohibit them from leaving pets inside, unattended and without proper ventilation, food/drink, or in extreme temperatures.

Areas where pets are prohibited

There are certain places and times where ~~our company~~ NLLS prohibits office pets:

- Offices of employees with allergies
- Places with sensitive equipment or material
- Kitchen or cafeteria, where food is served or exposed
- Meeting rooms during meetings with clients or external parties

In cases when the number of pets in the office becomes excessive, we will have to restrict them. Employees can then bring their pets to work according to a schedule.

Complaint process

We want all employees to feel safe in their workplace. If an employee has concerns or problems resulting from a pet at work, they can follow this process:

1. Talk to the pet's owner in case they can resolve the problem immediately
2. Reach out to their supervisor or manager explaining their issues
3. Consult ~~the HR department~~ the Executive Director, if they don't get a satisfactory response
4. File an official complaint

If they have a medical or personal issue (e.g. allergy, phobia), they can directly contact ~~the HR department or any department responsible for Health & Safety.~~ their Manager or the Executive Director.

Supervisors should take their employees' concerns seriously and investigate as soon as they receive complaints. If they are unable to resolve the problem, they should contact the ~~HR department and inform their team member.~~ the Executive Director.

This policy does not prohibit service animals (animals trained to perform tasks for the benefit of a person with a disability.) They are allowed to move freely with their owners. If any problem arises because of service animals, we will make appropriate accommodations to resolve it.

We also instruct employees to not feed other employees' pets at work, if not authorized.

Feb 26, 2021

_____
NLLS Executive Board Chair

_____
Date of Approval

STATEMENT OF POLICY AND PROCEDURE			
Section:	NLLS BOARD	Effective:	May 13, 2017
Chapter:	Vision and Policy Statements	Page(s):	2
Subject:	**Board Code of Ethics**	Revised Date:	Feb 26, 2021
			Sec 2, 1F
		Reviewed:	Jan 14, 2021

BOARD CODE OF ETHICS

1. The Board and its members shall operate in an ethical and professional manner representing the Board in a positive light, taking no private action that will compromise the Board and its decisions.

2. Board trustees shall follow the common law and ethical responsibilities of Alberta Board Trustees.

3. Legal required obligations:

    a. A library trustee is expected to manage the affairs of the library with the same degree of skill and hard work and care he or she brings to their own affairs (this can apply to councillors and their knowledge about municipal affairs)

    b. A library trustee has a duty to become informed about the business of the board, including: applicable legislation, and what is required in order to be an effective trustee.

    c. A library trustee must keep confidential private information he/she learns as a result of their activity as a trustee, and may not personally benefit from it, either during the term or after. ~~There is a legal obligation for all library trustee to not disclose any information obtained in closed session or in camera mportion of any meeting.~~
    ~~http://www.municipalaffairs.alberta.ca/documents/Closed%20Meetings%20of%20Council.pdf~~

    d. FOIP outlines the items that would allow a council to close a council meeting, which include matters where a public disclosure could be harmful to:

        i. Third party business interests; (s. 16)

        ii. Third party personal privacy; (s. 17)

        iii. Individual or public safety; (s. 18 and 19)

        iv. Law enforcement; (s. 20)

v. Intergovernmental relations; (s. 21, 22, 23 and 24)

vi. Economic or other interests (s. 25, 26, 27, 28 and 29).

e. Public bodies should not:

i. Reveal confidential employee evaluations.

ii. Disclose local public body confidences, or advice from officials; or

iii. Disclose information that is subject to any kind of legal privilege.

f. Library trustees are legal obligated to keep confidential information obtained in closed or "in camera" portions of any board meetings. See the municipal affairs website for further information.

g. A library trustee must put the best interests of the board before their own or any other.

h. A library trustee may not make advance agreement with another person or organization to vote a certain way. ("contracting the vote") exception shall be given to allow trustees to campaign for Board Chair one (1) month prior as well as the Annual General Meeting (election meeting).

i. If a library trustee stands to make a personal profit from any activity of the board, he/she must declare your interest, and may not participate in discussion or vote in relation to it. (i.e. no conflicts of interest)

4. Ethical however not legal required obligations:

a. A library trustee must want to serve as a trustee.

b. A library trustee must endorse, without reservation, the mission of the library board.

c. A library trustee must believe in the value of libraries.

d. Trustees are expected to take responsibility for their personal development through continuing education opportunities and are encouraged to participate in provincial and national library organizations.

5. Trustees should support intellectual freedom in the selection of library material.

6. When a trustee is delegated by the Board to attend a specific function, those expenses reimbursed by any other group may not be claimed from Northern Lights Library System.

7. Written submission regarding a potential breach of Board policy must result in a review in camera of the breach by the Executive Committee within thirty (30) days of receipt of written submission.

8. Breach of Board policy after Executive Committee review of the breach may result in a letter of notice to the municipality for action.

9. Breaches of Board policy may result in a letter of reappointment request to the municipality to have the NLLS Board member replaced for the remainder of their term of appointment.

Written Breach of Policy submitted	Executive Committee Review (in Camera)	Municipality

_____
NLLS Executive Board Chair

Feb 26, 2021
_____
Date of Approval

STATEMENT OF POLICY AND PROCEDURE			
Section:	NLLS BOARD	Effective:	Feb 26, 2021
Chapter:	Vision and Policy Statements	Page(s):	2
Subject:	**Committees of the Board**	Revised Date:	Jan 14, 2021
			Sec 2, 1H Appendix T
		Reviewed:	Feb 26, 2021

COMMITTEES OF THE BOARD

1. The Northern Lights Library System Board shall appoint members of all committees at the Annual Organization Meeting. Alternates of the board may not be a part of any committees.

2. Wherever possible the committees will have equal representation of one (1) member from each of the zones. Appointed zone member may or may not be the zone rep on the executive, depending on the terms of reference for the committee, and shall be appointed by a vote of the members of that zone. Where a fifth (5) member is required, that member shall be appointed from and by the general membership.

3. All committees shall ensure that minutes are recorded and distributed to the Executive to be presented to the Board where appropriate. Committee reports shall be made by the committee chair or designate at all regular meetings. *Appendix T- General Reporting Form*

4. Committees are to review the Terms of Reference at their first meeting following the Annual General Meeting.

5. Committees of the NLLS Board are:
   a. Executive Committee- up to 10 members
   b. Grievance Committee - 5 members – as required by committee chair
   c. Budget Committee –5 members
   d. Building ~~& Equipment~~ Committee- 5 members – as required by the Executive Committee
   e. Policy Committee- 5 members
   f. Plan of Service Committee – 5 members ~~annually to review~~ – as required by the Executive Committee
   g. Executive Director Evaluation Committee - ~~3 Executive members~~ Chair, Vice Chair and one (1) other Executive Committee nominee.
   h. Advocacy Committee – 5 members – as required by the Executive Committee

6. The NLLS Board may appoint ad-hoc committees of one or more members. A standing committee may strike a sub-committee of the standing committee.

7. All committees, with the exception of the Executive Committee, have advisory powers only.

8. Agenda Additions are to be vetted for FOIP concerns by the Committee Chair and the Executive Director prior to the meeting. FOIP items will then be addressed in closed session.

9. No internal committee communication protected under FOIP shall be shared outside of committee members (except for the board chair) without the approval of the Executive Committee. Violation of this protocol shall result in removal from all committees.

10. Mandate statements of standing committees shall be approved by the Northern Lights Library System Board.

11. The Board Chair is not ex officio, and not required to attend committees, however can attend without compensation.

12. In the event of a municipal election year, any person elected to any committee(s) will hold that position for two years plus or minus the difference between the next staggered zone election.

13. Any, and all, members sitting on any NLLS committees must attend all meetings; members who miss two (2) meetings within the two-year term will be removed from the committee and new representation from your zone or an at large member will be required. Absence(s) must be approved by the committee chair. Member(s) are required to provide notification of attendance.

14. All committee meetings will require an attendance sheet and minutes. Minutes to be distributed to all members of the Executive Committee after meeting.

_____
NLLS Executive Board Chair

Feb 26, 2021
_____
Date of Approval

GENERAL REPORTING FORM

Date of Event: _____   Name of Event: _____

Board/Committee Name: _____

Give a brief description of event, conference, session to report back to Executive Committee:

Recommendations if any:

_____   _____
Committee Chair Member   NLLS Staff Member

STATEMENT OF POLICY AND PROCEDURE			
Section:	FINANCE	Effective:	May 13, 2017
Chapter:	General	Page(s):	2
Subject:	**BUDGET**	Revised Date:	Jan 14, 2021
			Sec 3, 1G
		Reviewed:	Feb 26, 2021

BUDGET

1. The budget shall be consistent with Northern Lights Library System's Plan of Service and the Board's priorities.

2. NLLS shall present a three (3) year projected budget that follows the three (3) year Plan of Service.

3. The budget will direct funds to the Building unrestricted Funds, Furniture/Equipment unrestricted Funds, Various IT unrestricted Funds, and/or Vehicle unrestricted Funds as deemed necessary.

4. The budget is prepared by the Executive Director, Finance Officer and other department managers.

5. First draft of budget to be reviewed by the Budget Committee.

6. Proposed Budget presented to the Executive Committee in the last quarter of the year preceding the budget year.

7. The final draft of the budget is presented at a meeting of the Board no later than November 30 in the year preceding the budget year. By approving the budget, the Board assumes responsibility for ensuring that the required revenue is forthcoming.

8. Budget estimates shall be mailed to all participating councils, member library boards and school authorities after the approval of the Board.

9. The budget may be revised from time-to-time by the Executive Committee and submitted to the next Board meeting for approval.

10. The Executive Director has the flexibility to move operational funds as required between budget lines, if it falls within the overall approved budget of each section.

11. The Executive Director will note these reallocations with the monthly financials reporting.

12. Budget Process Timeline:

Timeline	Who is Responsible	Action
Feb	Executive Committee	Review Auditor Report
June	Executive Director	Gather input from department managers
July	Executive Director & Finance Officer	Review information
July/Aug	Executive Director & Finance Officer	Create proposed budget and send to Budget committee
July/Aug	Budget Committee	Reviews and sends to Executive Committee
Aug/Sept	Executive Committee	Review and returns as necessary
Sept	NLLS Board	Preliminary approval
Oct	Budget Committee & Administration	Budget Questions feedback
Nov	NLLS Board	Final Review and approval

_____
NLLS Executive Board Chair

Feb 26, 2021
_____
Date of Approval

STATEMENT OF POLICY AND PROCEDURE			
Section:	TERMS OF REFERENCE	Effective:	Feb 26, 2021
Chapter:		Page(s):	1
Subject:	**BUILDING COMMITTEE**	Revised Date:	NEW
			TOR 03 BC
		Reviewed:	Jan 10, 2021

MANDATE

The purpose of this an ad-hoc Committee, when called upon is to provide building recommendations to the NLLS Board that fall outside the normal building operating and maintenance budget lines in the approved budget.

RESPONSIBILITIES

Facility Enhancement and/or Expansion Projects based committee as approved by the NLLS General Board.

Consult with appropriate stakeholders on proposed plans for each project.

MEMBERSHIP

The NLLS Board shall appoint five (5) members to the Building Committee as per policy Sec 2, 1H Committee of the Board.
The Building Committee shall appoint the Chair.
The Executive Director and Administration personnel will serve as support and resource to the committee, they shall take minutes of each meeting.

REPORTING

Meeting minutes shall be forwarded to the Executive Committee and Board. Recommendations for the building are to be forwarded to Executive Committee for approval to submit for final approval by the NLLS Board.

_____
NLLS Executive Board Chair

Feb 26, 2021
_____
Date of Approval

STATEMENT OF POLICY AND PROCEDURE

Section:	TERMS OF REFERENCE	Effective:	Feb 26, 2021
Chapter:		Page(s):	12
Subject:	**PROCEDURAL POLICY**	Revised Date:	NEW
			TOR 05 PB
		Reviewed:	Jan 14, 2021

PROCEDURAL POLICY

PART 1
INTERPRETATION AND APPLICATION

Purpose

1   The purpose of these Rules of Order is to establish procedures according to which meetings of the Board and committees of the Board are to be governed and conducted.

Definitions

2   In these Rules of Order, any word or expression used in the Act has its statutory meaning unless otherwise specified in this section, and:

(a) "Act" means the *Libraries Act*, RSA 2000, c L-11 and its regulations, as amended;

(b) "Board" means the Northern Lights Library System Board;

(c) "Chair" means the Member elected by the Board in accordance with section 32 of the Act and included a Member assigned by the Chair or appointed by the Members present at a meeting to presides over the meeting in the Chair's absence;

(d) "Delegation" means any person or group who wishes to make representations to the Board at a meeting related to the Board and its programs;

(e) "Executive Committee" means that duly appointed committee of the Board;

(f) "Executive Director" means the individual appointed by the Board to the position of executive director for Northern Lights Library System;

(g) "Member" means a duly appointed member of the Board, and includes an alternate member when a council's member is unable to attend a meeting of the Board;

(h) "Motion" means a formal proposition put forward by a Member in attendance at a meeting with the intention that it be put to a vote;

(i) "Point of Order" means the raising of a question by a Member to call attention to any deviation from a provision of these Rules of Order or any statute, regulation, bylaw or policy;

(j) "Point of Privilege" means a matter affecting the rights and privileges of the Board collectively or of individual Members;

(k) "Resolution" means a Motion which has been voted on and carried by the Board.

Application

3 When any matter relating to the proceedings of the Board or any committee of the Board is not addressed in the Act or in these Rules of Order, the matter shall be decided by a vote of a majority of Members participating in the meeting and entitled to vote.

PART 2
BOARD MEETINGS

Regular Meetings

4 Regular meetings of the Board shall be held in accordance with Board policy.

5 The schedule of regular meetings of the Board, including the date, time and location of meetings, will be posted on the NLLS website.

6 If there are changes to the date, time or place of a regular meeting, including cancellation, at least 24 hours' written notice of the change must be given to all Members and to the public by posting on the NLLS website.

Special Meetings

7 The Executive Committee may call a special meeting of the Board whenever the Executive Committee considers it appropriate to do so.

8 The Executive Committee calls a special meeting of the Board by giving at least 48 hours' notice in NLLS website and to the member libraries, and municipalities by electronic mail, stating the purpose of the meeting and the date, time and electronic means by which it is to be held. A special meeting may only be held virtually.

Chair

9 The Chair shall preside over meetings of the Board. If the Chair is absent, the Member assigned by the Chair to preside in the Chair's absence, shall preside. If the Chair has not assigned a Member to act in the Chair's absence or, if that Member is absent, the Executive Director shall begin the meeting by calling for a motion for the appointment of an acting Chair from among the Members present.

Quorum

10 A quorum of the Board for the transaction of business shall be a simple majority of the Members.

11 As soon as there is a quorum after the time fixed for a meeting, the Chair shall call the meeting to order.

12 If there is no quorum within 15 minutes after the time set for the meeting, the names of the Members present shall be recorded and no meeting will take place on that date.

13 If at any time during a meeting quorum is lost, the Chair shall call a recess and if quorum is not achieved again within 15 minutes, the meeting will be adjourned.

14 The agenda for an adjourned meeting will be dealt with at the beginning of the next meeting.

Attendance

15 If a Member is unable to attend all or part of a meeting, including arriving after the start of a meeting or leaving before the meeting is adjourned, the Member:

(a) must notify the Chair at least 24 hours in advance, or if exigent circumstances exist as soon as reasonably possible;

(b) must provide the general reason for the absence; and

(c) may request that the Chair announce the reason and expected duration of their absence during the meeting.

Electronic Participation at In-Person Meetings

16 A Member may participate in an in-person meeting via electronic means or other communications facilities if,

(a) the Member provides the Chair and Executive Director with at least 24 hours' notice of their inability to attend in person or, in exigent circumstances, not less than one hour's notice;

(b) the electronic means or other communication facilities enable the Members, and any Delegations, participating in the meeting to hear one another,

(c) the members of the public attending the meeting are able to hear the meeting as it occurs, and

(d) there is a quorum physically present at the meeting to ensure the meeting can continue if the electronic connection fails.

Virtual Meetings

17 The Board may hold a meeting virtually, entirely by electronic means, including, without limitation, a teleconference or a live, publicly streamed broadcast if,

(a) the electronic means or other communication facilities enable the Members, and any Delegations, participating in the meeting to hear one another,

(b) the members of the public attending the meeting by electronic means are able to hear the meeting as it occurs, and

(c) notice of the meeting is given to the public which includes the electronic means by which the meeting is to be held and information necessary for the public to access the meeting.

Technical Difficulties

18 The Chair may direct that a Member's electronic participation in a meeting be terminated if the Member cannot be heard clearly, or if a poor connection or background noise is deemed to be unduly disruptive to the meeting.

19 If a technical problem prevents or interrupts a Member's electronic participation in a meeting, the minutes shall reflect the time at which the Member ceased to participate in the meeting by reason

of the technical problem. If such technical problem is later resolved and the Member rejoins the meeting by electronic means without a vote on a Motion having taken place during the interruption in the Member's participation, the minutes shall reflect the time at which the Member rejoined the meeting.

20 If electronic communication is interrupted during a meeting and remains interrupted while a vote on a Motion is taken, the Member affected is deemed to have left the meeting prior to the vote and shall not be permitted to rejoin the meeting, either electronically or in person.

Electronic Recordings and Devices

21 No member of the public may electronically record any portion of a meeting, unless a request is made prior to the commencement of the meeting and the Chair determines that electronic recording of the meeting by the public will be permitted.

22 The Executive Director may cause an electronic recording of a meeting to be made, excluding any closed session, for internal administrative purposes only to assist the recording secretary in preparing the minutes of the meeting; however, the electronic recording shall be treated as a transitory record and destroyed upon the Board adopting the minutes of the meeting, which minutes shall constitute the official record of the proceedings.

23 All electronic devices must be in silent mode or turned off while a meeting is in progress.
ASK MEMBERSHIP HERE THEIR THOUGHTS

PART 3
AGENDAS AND MINUTES

Agendas

24 The agenda for each meeting shall be prepared by the Executive Committee.

25 Any Member may submit an item for consideration of placement on a future meeting agenda. A Member who submits an item for consideration that is not placed on a Board meeting agenda retains the right to present the item at the next the Board meeting and have it added to the agenda if a majority of the Board agrees.

26 The agenda for all regular meetings of the Board shall contain the following matters in the order in which they are listed below:

(a) Call to Order

(b) Adoption of Agenda

(c) Consent Agenda

(d) Delegations

(e) Old Business

(f) New Business

(g) Closed Session

(h) Adjournment

27 The Executive Director shall cause the meeting agenda and all associated reports and other supporting documents to be provided first to all Members and then posted on the NLLS website, subject to any exceptions to public disclosure under the *Freedom of Information and Protection of Privacy Act*, at least 48 hours preceding the meeting to which the agenda relates. Supporting documentation that is received too late to be included with the agenda will be made available as soon as practicable thereafter.

Consent Agenda

28 The consent agenda portion of a meeting shall be reserved for non-controversial or routine items that may be moved and voted on without debate as one item, regardless of the number of reports included, to adopt all of the recommendations contained in the respective reports. Such items may include, but are not limited to: adoption of the minutes of a previous meeting, reports to be received for information only and correspondence addressed to the Board that does not require any Board action.

29 A Member may request for any item to be removed from the consent agenda and placed on to the agenda for debate. Such request must be made before voting occurs on the consent agenda.

Minutes of Meetings

30 The Executive Director shall prepare or cause to be prepared minutes of each Board meeting and the Board committee meeting that include:

(a) the type of meeting that was held, whether regular or special;

(b) the date, hour and place, or if virtual, the electronic means by which the meeting is held, of the meeting;

(c) the names of the Members present at and absent from the meeting;

(d) the name of the presiding officer;

(e) the names of each member of NLS administration present at the meeting, including each person's title;

(f) an item that corresponds with every item on the agenda for that meeting;

(g) a Motion for each item on the agenda, as applicable;

(h) the names of members of the public who speak to an item as a Delegation;

(i) any abstentions made by any Member and the reason for the abstention;

(j) the time of departure and return to the meeting of any Member for any reason;

(k) the time the meeting is adjourned; and

(l) the signatures of the presiding officer and the Executive Director.

31 At every regular meeting, the minutes of the previous regular meeting and any special meeting held more than 48 hours prior to the current meeting shall be considered for adoption.

PART 4
PUBLIC PARTICIPATION

Meetings in Public

32 Subject to section 33 of these Rules of Order, all meetings of the Board and its committees shall be open to the public and no person may be excluded except for improper conduct as determined by the Chair.

33 Only Members or other persons recognized by the Chair or by a majority vote of the Members present shall be allowed to address the Board during a meeting.

Meetings Closed to the Public

34 The Board, and any committee of the Board, may close all or part of a meeting to the public in accordance with section 18 of the *Freedom of Information and Protection of Privacy Regulation,* AR 186/2008, as amended.

35 When a meeting is closed to the public, no Motion may be made, except a Motion to revert to a meeting held in public.

Conduct of the Public at Meetings

36 During a meeting, members of the public must conduct themselves with proper decorum. The Chair may order any member of the public who disturbs the proceedings by words or actions or in any other manner to be expelled from the meeting.

37 The Chair may request the assistance of a peace officer if a person ordered expelled by the Chair does not leave the meeting voluntarily.

Delegations

38 A person may request to appear as a Delegation and make a presentation to the Board, either on the person's own behalf or as a representative of a group or organization. The request must:

(a) be made in writing;

(b) include the name and contact information of the individual, and if applicable the group or organization, requesting to appear as a Delegation;

(c) clearly identify the reason or purpose of the request and provide a brief explanation of the subject to be addressed in the presentation; and

(d) be received by the Executive Director not less than 7 days prior to the meeting at which the Delegation is requesting to attend.

39 Delegation requests will be reviewed by the Executive Committee in preparing the agenda and the Executive Committee shall direct the Executive Director to notify the person requesting to appear as a Delegation whether the request has been:

(a) approved, and added to the meeting agenda;

(b) approved, but deferred to a subsequent meeting agenda;

(c) referred to NLLS administration, if the matter is considered to be operational in nature; or

(d) refused, if the matter is not considered to fall within the jurisdiction of the Board or is otherwise deemed improper, and the Executive Director shall so advise the Board why the request was refused by the Executive Committee.

40 The use of presentation slide decks, maps, videos and other similar materials is permitted in a Delegation presentation, provided that the materials are forwarded to the Executive Director in advance of the meeting, and these materials become the property of the Board as part of the record of the proceedings.

41 Each presentation by a Delegation shall be limited to 15 minutes unless a longer period is agreed to by a vote of the Members present at the meeting.

PART 5
THE BOARD PROCEEDINGS

Role of the Chair

42 The Chair will preserve order and decorum and decide all questions relating to the orderly procedure of the meeting, subject to an immediate appeal by a Member from any ruling.

43 If a ruling of the Chair is appealed, the Chair will give concise reasons for the ruling and the Member will be provided an opportunity to give concise reasons for the appeal, and the Board will, without debate, determine by a show of hands whether to uphold or overturn the ruling. The Chair shall comply with the decision of the Board.

44 The Chair may participate in debate and vote on matters before the Board, without relinquishing the Chair.

45 If the Chair is required to leave the chair upon declaring a conflict of interest, the Chair must call on another Member present to preside until discussion and voting on the matter are concluded.

Conflicts of Interest

46 A Member must not take part in a decision of the Board or any committee of the Board if the decision might further a private interest of the Member, the Member's employer or an immediate family member.

47 If a Member is present at a meeting and has a conflict of interest in a matter to be discussed the Member shall, prior to any discussion of the matter, declare a conflict of interest by:

(a) disclosing the general nature of their interest,

(b) abstaining from any discussion of the matter,

(c) abstaining from voting on any question relating to the matter, and

(d) leaving the meeting until discussion and voting on the matter are concluded

Member Conduct

48 During a meeting, a Member must:

(a) only speak after being recognized by the Chair;

(b) address the Chair when speaking;

(c) refrain from using crude, vulgar, profane or offensive language, or disturbing the orderly business of the meeting in any way;

(d) respect and follow all applicable procedural rules;

(e) respect and obey all rulings of the Chair except in the case of an appeal of a Chair's decision that is upheld by the Board;

(f) refrain from leaving their seat or making any noise while a vote is being taken or the result declared;

(g) refrain from re-entering the meeting while the vote is being taken, if absent from the meeting due to a conflict of interest;

(h) refrain from interrupting other speakers, except to raise a Point of Order or a Point of Privilege;

(i) reflect upon any vote, except for the purpose of moving that the vote be reconsidered; and

(j) refrain from using any electronic device to record any portion of the meeting, engage in private discussion and debate with other Members on matters being discussed by the Board, or attempt to live-tweet the meeting in progress.

Points of Order

49 When a Point of Order is called, the Member calling the Point of Order must identify the procedural deviation.

50 The Chair may call to order any Member who is out of order.

51 When a Member persists in a breach of order, after having been called to order by the Chair, the Chair may declare the breach and name the offending Member.

52 Unless the Member who has been named by the Chair immediately apologizes for the breach and withdraws any objectionable statements, the Chair shall direct that the notation of the declaration of the breach and naming of the Member be noted in the minutes.

53 Upon a Member being named by the Chair and refusing to apologize, the Chair shall direct the Member to leave the meeting and the Member shall immediately leave the meeting and will not be allowed to return to the meeting unless the Member apologizes for the breach.

Motions

54 A Motion relating to a matter not within the jurisdiction of the Board is not in order.

55 A recommendation in a report does not constitute a Motion until a Member has formally moved it.

56 A Motion does not require a seconder.

57 Once a Motion has been moved and accepted by the Chair, it may only be withdrawn with the consent of the majority of Members present at the meeting.

58 The mover of the Motion may speak and vote for or against the Motion and once all Members present have had the opportunity to speak to the motion the mover is entitled to speak in closing on the motion immediately prior to the vote.

59 All Members must be provided with an opportunity to speak to a Motion before any Member is permitted to speak to the Motion a second or subsequent time.

60 Any Member may require a Motion under debate to be re-read at any time during the debate if the Motion is not electronically displayed for all Members to see, but must not interrupt a speaker to do so.

61 When a Motion is under debate, no other Motion shall be made except to:

(a) "table", which means to cease discussion on the current topic to address another matter that the Member considers to be of greater urgency. A Motion to table is not debatable. If a Motion to table is passed, the Motion under debate is no longer debatable and a Motion to "lift from the table" is required to resume consideration of the matter. If not lifted from the table during the same Meeting, a tabled Motion expires at the end of that Meeting;

(b) "call for the question", which means to close debate and ask that a vote be taken on the Motion under debate. A Motion to call for the question is not debatable but is only in order if all Members have had an opportunity to speak to the Motion under debate. If a Motion to call for the question is in order and passes, the Chair must put the Motion under debate to an immediate vote;

(c) "refer", which means to redirect a matter under consideration to another party, such as a Board committee. A Motion to refer must include instructions to the referral body and is debatable;

(d) "defer", which means to temporarily set aside a Motion under debate to a future Meeting. A Motion to defer must identify a timeline for the matter to be brought back to the Board and is debatable;

(e) "amend", which means to modify the wording of a motion. An amending motion is debatable;

(f) "move into closed session", which means to close all or part of the meeting to the public if a matter to be discussed concerns an item listed in section 18 of the *Freedom of Information and Protection of Privacy Regulation*; or

(g) "reconvene in public", which means to revert to a meeting open to the public.

Amending Motions

62 A Member may only amend the Member's own Motion for the purpose of clarifying the Motion's intent without affecting the substance of the Motion. The Chair may accept such a "friendly amendment" upon putting a request to that effect to the meeting and if no other Member objects. A Member may also propose such a "friendly amendment" to another Member's Motion, which may be accepted by the Chair if the other Member agrees and no Member objects.

63 A proposed amendment to a Motion under debate that changes the Motion under debate in any substantive way must take the form of a Motion to amend and is debatable. A Motion to amend must be relevant to the subject matter of the Motion under debate and must not propose a direct negative of the Motion under debate.

64 Only one amendment to the main Motion under debate may be before the meeting at any time. A Motion to amend the proposed amendment is not in order.

65 When a Motion to amend is on the floor, Members may debate only the proposed amendment, not the main Motion under debate to which the amendment pertains.

66 If an amendment to a Motion is defeated it cannot be moved a second time.

67 Only after any Motion to amend has been put to a vote shall the main Motion under debate be put to a vote.

Splitting Motions

68 When a Motion under debate contains distinct propositions, at the request of any Member on a Point of Order, the Chair shall call for separate votes on each proposition.

Voting

69 Unless otherwise specified in these Rules of Order, a Motion is passed when a majority of Members participating in the meeting and entitled to vote have voted in favour of the Motion. A Motion put to a vote and not passed is defeated and does not result in a Resolution.

70 If there is an equal number of votes for and against a Motion, the Motion is defeated.

71 A matter not amounting to a Motion that is put to a vote of the Board in the same manner as a Motion, such as an appeal of a ruling of the Chair on a Point of Order, becomes an act of the Board if a majority of Members present indicate support for it.

72 Before a vote is taken, a Member may request that the vote be recorded and the minutes must show the names of the Members present and whether each Member voted for or against the proposal or abstained on declaring a conflict of interest.

73 Votes on all Motions must be taken as follows:

(a) the Chair will ensure that the Motion to be voted upon is clear by either:

    (i)   confirming that the Motion is viewable by Members, either in hard copy or electronically; or

    (ii)   by restating the Motion verbatim immediately prior to the vote.

(b) Members must:

    (i)   vote by show of hands at an in-person meeting;

    (ii)   vote verbally by stating "yes" or "no" to the Motion if participating via teleconference or other electronic means at an in-person meeting;

    (iii)   vote electronically using the polling function provided in the platform if participating in a virtual meeting; or

    (iv)   vote by secret ballot when electing the Chair or any other officers.

(c) The Chair will announce the result of the vote.

74 Once a vote has been called, no Member will be given an opportunity to speak to the matter.

75 After the Chair declares the result of a vote, Members may not change their votes.

Reconsideration

76 After a Motion has been voted upon, but before the meeting is adjourned, any Member who voted with the prevailing side may move for reconsideration of a previous Motion.

77 Debate on a Motion for reconsideration of a previous Motion must be confined to reasons for or against reconsideration of the previous Motion.

78 If a motion to reconsider a previous Motion is passed, such reconsideration shall become the next order of business despite the agenda for the meeting.

79 A Member who voted with the prevailing side on a Motion may serve notice of intention to bring a Motion for reconsideration at a subsequent meeting; however, a motion for reconsideration is out of order if the original Motion has already been acted upon irrevocably.

Adjournment

80 A Motion to adjourn the Meeting is always in order except:

(a) when another Member has the floor;

(b) when a vote on a Motion has been called for but not yet taken; or

(c) when a vote on a Motion is in progress or has been completed but the Chair has not yet declared the results of the vote.

81 A Motion to adjourn the Meeting shall be put without comment or debate.

_____   Feb 26, 2021
NLLS Executive Board Chair   Date of Approval

Northern Lights Library System

Dear:

It has come to our attention that the representative and their alternate from your municipality, who are currently serving on the Northern Lights Library System Board, have not been in attendance for the past three meetings.

In accordance with "The Alberta Libraries Act, Chapter L-11: A Guide To The Legislation" the board member has been deemed to have resigned their seat because they have missed three consecutive board meetings

Part 5
General

"Board member disqualification

31(1) A person is disqualified from remaining a member of the board if the person fails to attend, without being authorized by a resolution of the board to do so, 3 consecutive regular meetings of the board.

(2) If a member of a board is disqualified from remaining a member under subsection (1), the person is deemed to have resigned the person's seat on the board."

The success of the Northern Lights Library System in providing service to our member libraries is dependant on board members who are committed to serving on a library system board to give sound advice, support and direction.

Please contact James MacDonald from the Northern Lights Library System with names and contact information of the new members you wish to appoint: jmacdonald@nlls.ab.ca

Sincerely,

Vicky Lefebvre
Northern Lights Library Board Chair

Organizational Review

Northern Lights Library System

The process

1. Review of documents including:
    a. Plan of service
    b. Board packages and minutes
    c. Policies
    d. Budget
2. Operational questions answered by Acting Interim CEO
3. Presentation to the Executive on Plan of Service and CEO evaluation
4. Presentation to the Executive on Draft Report
5. *Final report*
6. *Presentation to entire Board if required.*

Overview of recommendations

1. Develop a revised version of the Plan of Service.

2. Simplify the operations of the Executive.

3. Strategies to engage member libraries.

4. Human resource strategy

5. Transparent financial documents.

Recommendation #1

Develop a revised working version of the Plan of Service to define concrete outcomes as a basis for an implementation plan. This will provide direction to the CEO and will include the current Plan of Service as accepted by the members.

Recommendation #1 details

1. Review the previous Plan of Service and move forward any incomplete activities if they are still relevant.

2. Ask the CEO to develop an implementation plan with timelines and budget estimates.

3. Use the implementation plan to direct and assess the work of staff.

4. Use the working version of the Plan of Service to direct and evaluate the work of the CEO

2121-02-15

Recommendation #2

Revise and simplify the operations of the Executive to provide appropriate direction for NLLS.

Recommendation #2 details

1. Revise the Executive meeting packages so that each item is supported by a briefing note.

2. Separate "Items for Discussion" from "Items for Decision".

3. Track any decision or discussion items from the reports.

4. Reconsider whether you need to keep print versions of minutes.

5. Revise the action list to focus on larger issues or Board activities.

Recommendation #2 continued

6. Implement a template for the CEO's report.

7. Clarify decision making.

8. Board training

Briefing note template

ISSUE:

BACKGROUND:

CURRENT STATUS:

CONSIDERATIONS

OPTIONS:

CONCLUSION/RECOMMENDATIONS

MOTION:

CEO report sample template

Issues resolved:

Items that have been completed and that the Executive does not need to be concerned about any longer. They may be new issues already resolved.

Issues ongoing:

Items that the Executive is already aware of and action on them is underway.

New issues:

Items that the Executive needs to be aware of. Many of these will also appear as items for discussion or decision.

Board training

- PLSB training on The Libraries Act and legal obligations
- Orientation to NLLS:
    - Master Membership Agreement
    - Members and relationships
    - Board processes
    - Budget
- Trusteeship training (ALTA?)
    - Preparing for a board meeting
    - CEO evaluation

The flow of decision-making
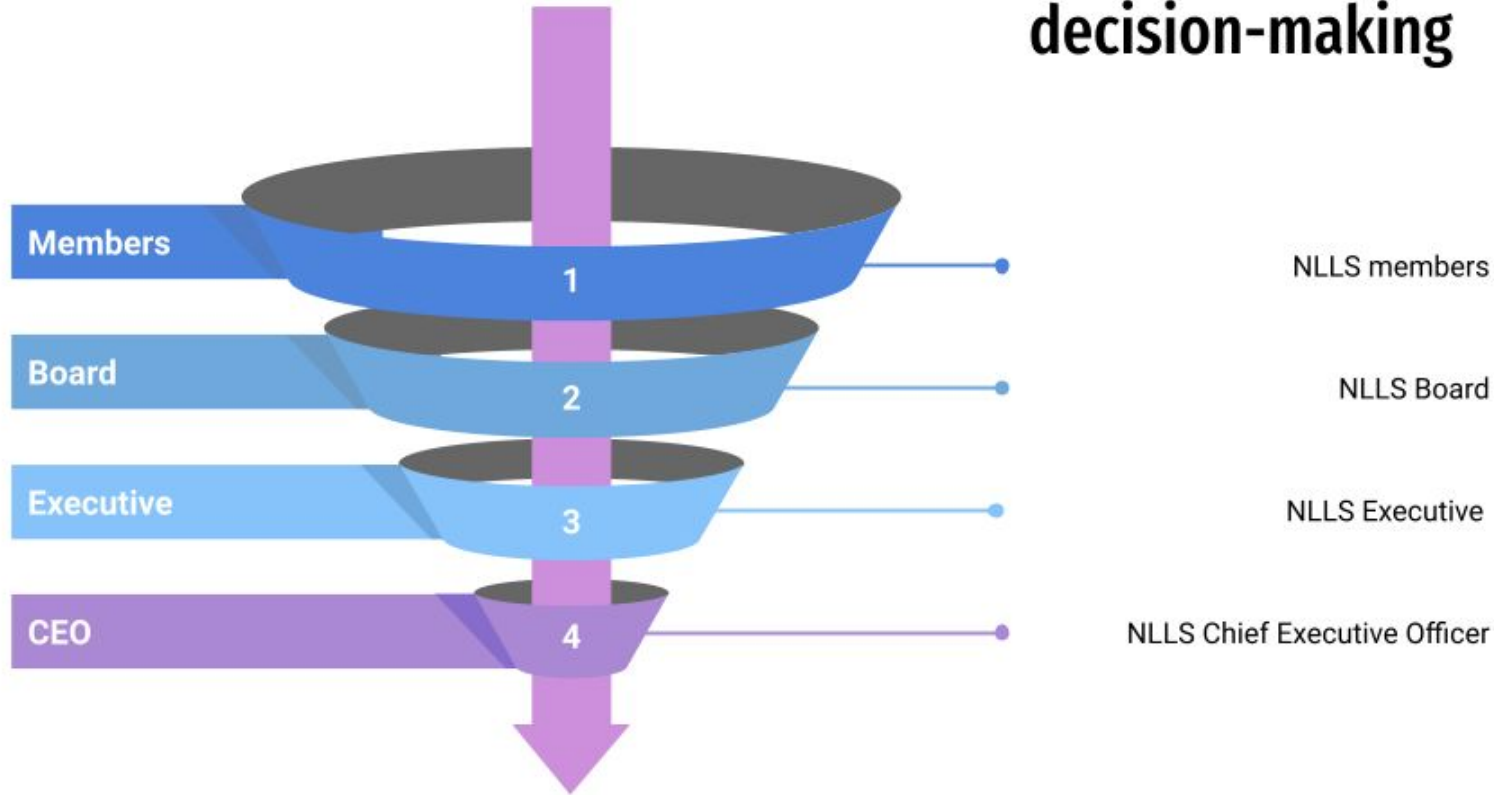
Members 1	NLLS members
Board 2	NLLS Board
Executive 3	NLLS Executive
CEO 4	NLLS Chief Executive Officer

Recommendation #3

Develop and implement strategies to engage member libraries with NLLS so that they appreciate the value of belonging to a system.

mzelmanlaw@gmail.com

Recommendation #3 details

1. Define your basic services and supplementary services.

2. Rename Public Services.

3. Increase face-to-face interactions.

4. Review Bibliographic Services procedures.

5. Revise the goals of the Marketing Department.

6. Ensure that procedures are followed.

7. Resolve the tasks in the Plan of Service.

8. Develop a plan for the CEO and a member of the Executive to visit each municipality and make a presentation on the value of NLLS membership.

The tasks in the Plan of Service

1. Update system related training
2. Timely communication of applicable rollouts and updates.
3. Communication before system implementation.
4. Yearly reports to municipalities and library boards.
5. Sharing grant-writing and fundraising opportunities.

These can be dealt with by the Executive by defining them as expectations for the CEO for this year.

Recommendation #4

Develop a human resource strategy to ensure that all staff members are able to contribute their best work to the success of NLLS.

mzelmanlaw@gmail.com

Recommendation #4 details

1. Define the kind of employer you want to be.

2. Adopt a compensation philosophy/policy statement.

3. Rewrite job descriptions.

4. Develop a performance management system based on annual goals.

5. Reconsider the need for an EA

6. Refine the organizational culture.

Recommendation #4 details continued

7. Increase HR skills

8. Create an overall training and development plan.

9. Present Elk Point in a positive way.

Annual goals

	Professional staff	**Support staff**
Maintenance	Job description	Job description
Innovative/Improvement goals	Solving problems or creating new programs/services	Solving problems
Professional goals	Association work, conferences or writing	
Development/Training goals	Learning	Learning

Executive assistant role

The Executive Assistant plays a significant role in portraying a positive image of the organization and is often the first point of contact for the Board, member municipalities, school divisions and libraries, and partners on all matters relating to the operation and governance.

- Manages all aspects of office management and administration.

- Assists the Director and/or Chair in planning meetings and preparing materials for distribution or presentation.

- Arranges meetings and events.

- Maintains Board and other policy documents and related records.

- Maintains contact information for members and the Board, including alternates.

- Prepares and submits annual reports as required by funding agencies and partners.

- Coordinates Director's schedule and arranges staff, external contacts and partner meetings.

- Social media role

Specific

Measurable

GOAL

Achievable

Realistic

Timely

2121-02-15

Recommendation #5

Ensure that all financial documents are transparent and easily understood and explained by members of the Executive.

Recommendation #5 details

1. Unit managers should submit budgets and be responsible for them after approval.
2. Align budget and financial reports with plans so that the Executive can track progress.
3. Consider different staff qualifications when vacancies become available.

Linking planning and budget

Advocate and communicate the value of libraries (Plan of Service)

Progress on activities and spending evaluated. Data to support further decision making.

CEO assigns to Marketing Department, which determines activities and costs to be submitted as part of the budget

Activities undertaken and reported to Board with expenditures

Budget and implementation plan approved by board.

05

01

04

02

03

The outcome = alignment

All activities work together
All activities lead to NLLS goals.

NLLS
goals

Horizontal Alignment
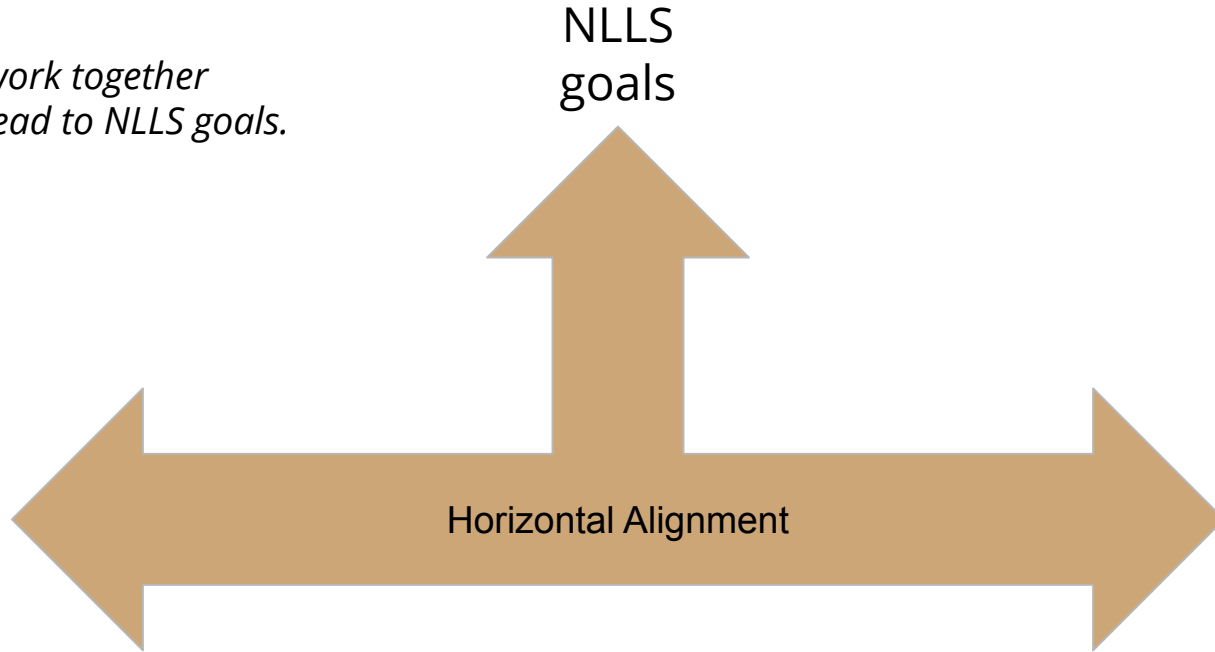
Vicky Lefebvre   2021-02-16
Northern Lights Library System Board Chair

Dear Vicky and members of the Executive:

Attached is a draft report of the Organizational Review that I have conducted for the Northern Lights Library System. This version is revised following our meeting last Monday, to incorporate some additional information and examples. I have forwarded the slides to you separately

I appreciated your feedback,

Margaret Law.

Organizational

Review

Northern Lights Library System

Margaret Law
February 2021

Introduction:

A vibrant and successful organization needs a regular review of its structure and activities.   This review was carried out during December of 2020, and January 2021, and includes a review of documents and interviews with most staff members. A list of the staff members consulted is in Appendix I.

A review of the documents suggests that the Board is not operating optimally, due to some blurring of the roles of Board and Management. The current Plan of Service reflects a strong desire to resolve issues raised by NLLS members combined with the need to move forward. A number of the specific items reveal the lack of clear roles of the Board - these are issues that should have been dealt with by Management.

There are many committed and satisfied employees at NLLS, in particular in Bibliographic Services. Unfortunately, other parts of the organization are less stable, and the resulting turnover has led to some tensions both within Headquarters and with NLLS members.

Recommendations:

1. Develop a revised working version of your Plan of Service to define concrete outcomes as a basis for an Implementation Plan. This will provide direction to your CEO and will include the current Plan of Service as accepted by the members.

2. Revise and simplify the operations of the Executive to provide appropriate direction for NLLS.

3. Develop and implement strategies to engage member libraries with NLLS so that they appreciate the value of belonging to a system.

4. Develop a human resource strategy to ensure that all staff members are able to contribute their best work to the success of NLLS.

5. Ensure that all financial documents are transparent and easily understood and explained by members of the Executive.

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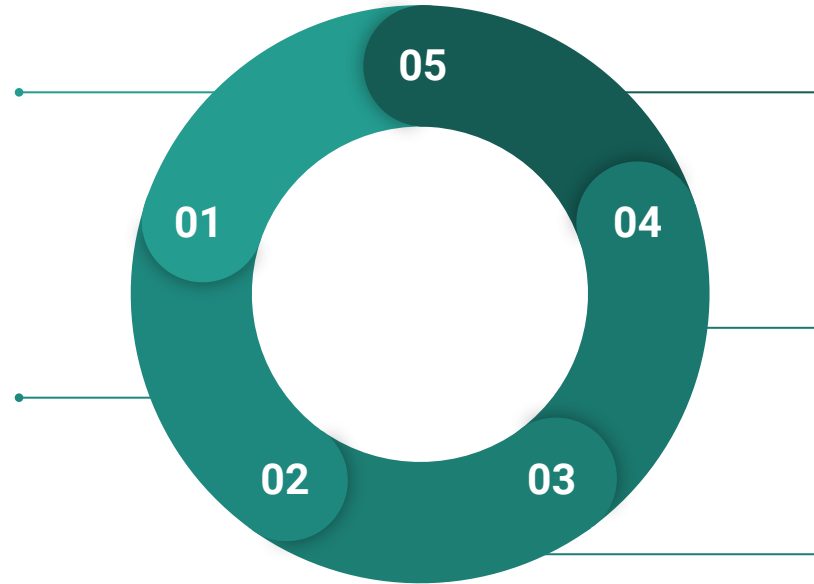
Recommendation # 1

Develop a revised working version of your Plan of Service to define concrete outcomes as a basis for an Implementation Plan. This will provide direction to your CEO and will include the current Plan of Service as accepted by the members.

Explanation:

The purpose of your Plan of Service is to guide Northern Lights Library System (NLLS) through the next three years, to communicate to your members and other stakeholders and to guide the work of your CEO and the staff.

In order to do this, it needs to be clear, and explain what outcomes the Board is aiming for. It is a way of describing your preferred future. It needs to demonstrate priorities, and high-level directions. This provides the infrastructure for the development of operational plans and directs the work of staff.

The Plan of Service is the first step in organizing the work of NLLS to support the mission. It is also the backbone of the work expectations for the CEO, and therefore the basis for a performance appraisal. It is also the tool to use when developing a budget, and supporting the requirement for staffing. I have left more notes about the Plan of Service below, based on my previous meeting with the Executive.

Detailed recommendations:

1. Review all of the goals from the previous Plan of Service and rank them as Advanced significantly/ Somewhat advanced/ Not advanced/ Not sure.
2. Based on this, any that are not completed and are still relevant should be brought forward into the working version of your Plan of Service.
3. Ask the new CEO to develop an implementation plan , including timelines and budget estimates to be approved by the Executive. This should be linked to the Plan of Service as well as the "What we do" page on the NLLS web site.
4. Use the implementation plan to direct and assess the work of the staff as detailed below. Use the working version of the Plan of Service to direct and evaluate the work of the CEO.
5. Investigate whether revision of the Master Membership Agreement will resolve the specific problems identified by members. Consider options such as a policy document or an addendum to the current agreement, rather than renegotiating the original agreement.

6. Assign the tasks in the Plan of Service to the CEO to be addressed with high priority. As soon as these are completed, report them to members. Some of the tasks include:
    a. Update system related training
    b. Timely communication of applicable rollouts and updates.
    c. Communication before system implementation.
    d. Yearly reports to municipalities and library boards.
    e. Sharing grant-writing and fundraising opportunities.

The relationships that make this work:

Everything that NLLS does is based on the foundation of the Library Legislation and the Master Membership Agreement.

The Board determines the Plan of Service, which directs NLLS and the CEO for the defined period (2021 – 2023) and defines the work of the staff. It is also the basis for budget decisions and evaluation.

The CEO, under the direction of the Board, develops the Implementation Plan, which explains how the Plan of Service will be translated into actions. The implementation plan contains annual goals with a method for determining and reporting progress. The Board then uses this plan to evaluate the work of the CEO in managing staff to achieve the defined goals.

The Department Managers, under the direction of the CEO, develop Department Plans, which show how each department will contribute to the achievement of the annual goals in the Implementation Plan. The Department plans are the starting point for the development of department budgets and the evaluation of the managers.

The Supervisors (who may be the same people as the managers), under the direction of their Managers, develop annual goals for each staff member, which direct their work for the year and form the basis for their performance appraisals.

From your website:

Northern Lights Library System (NLLS) believes that all citizens should have equitable access to library services.

Mission Statement:

Working together to provide efficient, effective, and exceptional library services.

Proposed "working version" of your Plan of Service:

- The numbers after each statement refer to the original plan of service,
- Items in italics are suggestions added by me

1. *Provide efficient and effective service to our members to support their success in serving their communities.*
    o   Update Master Agreement (9,15)
    o   Facilitate training for member libraries and their boards (1,2,3)
    o   Implement a mechanism for improved communication with members. (6,4)
    o   *Define and* strengthen core services (12)
    o   *Respond promptly to member concerns, for example:* marketing tools for a variety of streams (11) *and* grant writing and fundraising opportunities for library boards (13)

2. *Develop system capacity to provide excellent service*
    o   Implement appropriate technology for online professional development (5)
    o   Update service plans for each NLLS department (10)
    o   Implement mentoring program for new librarians and trustees (16)
    o   *Implement an HR strategy to support the goals of the Plan of Service*

3. *Collaborate with others to support excellence in library service.*
    o   Communicate the value of libraries (7,8)
    o   *Share services and access to information resources with other libraries and organizations.*
    o   *Evaluate potential partnerships and funding opportunities regionally, nationally, and globally for alignment with NLLS values, plans and goals. (17)*

4. NLLS operates in a respectful, inclusive, and diverse manner (18)
    o   *Develop and adopt a values statement to be included in orientation of staff members and trustees*
    o   *Review HR policies and practices to support these values.*
    o   *Create mechanisms to support* transparency of information within the system (14)

From your original Plan of Service:

1. update system related training
2. provide training opportunities to libraries and board members
3. provide cost savings when offering professional development
4. ensure timely communication to all partners of applicable rollouts and updates
5. provide affordable technology for online professional development as required
6. communication before system implementation
7. advocate and communicate the value of libraries

8. provide yearly reports to municipal and library boards
9. update and rollout Master Agreement
10. update Service Package for each NLLS department
11. provide marketing tools through a variety of streams
12. strengthen NLLS core services in assisting and referring library needs and requests
13. investigate and share various grant writing and fundraising opportunities to library boards
14. providing transparency of shareable information within our system
15. confirm and reinforce guidelines and expectation between all stakeholders
16. match mentors for new librarians and new trustees within the NLLS system
17. open the global door and share new and emerging concepts for all stakeholders
18. uphold a NLLS culture to share in a respectful, inclusive, and diverse environment

Example of how this all fits together (excluding budget):

Plan of Service: Communicate the value of libraries

Implementation Plan: Work with other regional libraries to develop a shared process for valuing library services for reporting to members at the end of 2021.

Finance Department: Implement shared practices for developing ROI statements for each member at the end of 2021.

Individual goal: Create spreadsheets that compare costs for each library, contributions from each library, and value of services used, and services available and not used.

Evaluation of CEO: Did they work with the other regions and develop a shared process?

Did they prepare reports explaining the value of services for each member at the end of the year?

Plan of Service: Communicate the value of libraries

Implementation Plan: Define outcomes and target audiences for a communication plan and develop an appropriate strategy.

Consulting Department: Develop communication tools for conveying the value of libraries.

Individual goal: Create and maintain social media posts.

Evaluation of the CEO: Has a communication plan been implemented and does it meet the stated outcomes.

Communicate the value of libraries			
Implementation plan	Department plans	Individual goals	Evaluation
Work with other regional libraries to develop a shared process for valuing library services for reporting to members at the end of 2021.	Administration: Meet with other regional directors to develop a shared process and use it to report to the members at the end of the year.		Did the process get developed and implemented? (CEO)
	Finance: Implement shared practices; prepare documents for reporting to libraries at year end.		Were the shared practices implemented and the reports prepared? (Finance Manager)
		Create and implement spreadsheets to generate data needed for reporting	Were spreadsheets implemented? (Staff member)
Define outcomes and target audiences for a communication plan and develop an appropriate strategy.	Administration: Launch the communication strategy		Was a plan implemented? How was it evaluated? (CEO)
	Consulting: Develop communication tools for conveying the value of libraries.		Were the appropriate tools developed and implemented? (Consulting Manager)
		Create and maintain social media posts.	Were social media posts created in a timely manner? (Staff member)

Recommendation #2

Revise and simplify the operations of the Executive to provide appropriate direction for NLLS.

Explanation:

In order for NLLS to function properly, each part of the "machine" of governance and management has to fulfil its role without getting involved in the roles of the other parts. This can be very challenging, particularly when Board and Executive members perceive that there is a problem that needs to be addressed.

The Board's fundamental role is one of oversight, rather than "doing". It includes:
- Legal oversight to ensure that the organization is operating in line with its mission, and with all relevant legislation. It is up to the Board to ensure a high level of integrity and that the organization maintains accountability, in this case to members as well as funders.
- Management oversight to support and evaluate the CEO. This includes setting out annual expectations as well as specific direction when matters arise.
- Financial oversight includes setting and approving an annual budget, and adopting policies that allow the CEO to spend the approved budget within limits set by the Board.
- Program oversight is limited to ensuring that programs and services are in place that support the mission of the organization. This oversight is provided by setting direction in planning documents and evaluating progress along those directions.

The members of NLLS are represented on the Board, and this should be their primary route for expressing concerns about the services that they receive and the value of their membership. This information, however, needs to be channelled appropriately to the CEO, who will undertake the operational steps required to address it. It is critical that no direction go directly to the staff: this not only undermines the role of the CEO, it also confuses priorities and tasks.

In order for the Board to make good decisions they require sufficient and current information. Providing this information is the responsibility of the CEO. The Board's role is to make tactical decisions that are at an overall strategic level; the CEO's role is to make operation decisions that will make these tactical decisions a reality. Thus, the Executive, on behalf of the Board, sets direction, defines parameters, and then allows the CEO to do their job. The Executive's focus is on big goals, not on tasks.

Detailed recommendations:

1. Revise Executive packages so that each item on the agenda is supported by a briefing note that outlines for the Board the issue, the background, and the recommendation of the management staff.
2. Revise Executive agendas to separate "Items for Discussion" which result in an action item from "Items for Decision" which result in a motion. For ease of minute taking, the draft motion should be included in the briefing note for each Item for Decision. I have included a sample template at the end of this section of the report.
3. Reports need to be accepted for information only. Any items from the reports that require discussion or decision from the board need to be identified separately in the appropriate section of the agenda.
4. Consider the need for keeping print versions of your minutes. Many libraries are digitizing both current and past ones which stores them securely and simplifies indexing.
5. Revise the action item list that is carried forward to only include items which are still not complete, and are significant pieces for work to be presented back to the Executive, rather than individual tasks.
6. Develop and implement a template for the CEO's report. A sample follows at the end of this section.
7. The CEO should develop a clear definition of how decisions are made and by whom. Some staff seemed unclear about how decisions affecting their work are made and how they might participate in decision-making. Staff members who make operating decisions should be able to justify them with evidence, and provide a way in which their decision can be evaluated. Some staff members identified a level of confusion arising from lack of clarity about decision-making...was input from members part of the decision, or were individual member libraries actually making the decisions? Any change in this way of working will need to be "sold" to the members, for example van schedules or book processing options.
8. The members of the Executive require three different kinds of training:
   a. PLSB training to introduce their legal requirements and the Alberta Libraries Act.
   b. An orientation to NLLS to include the Master Membership Agreement, the members and the relationships involved, the services, board procedures and processes, and an overview of the budget.
   c. Training in good trusteeship: skills needed to chair a meeting, how to prepare for a board meeting, how to evaluate the CEO and so on. ALTA is in the process of developing a province-wide program for this.

The flow of decision-making

Members — 1 — NLLS members

Board — 2 — NLLS Board

Executive — 3 — NLLS Executive

CEO — 4 — NLLS Chief Executive Officer
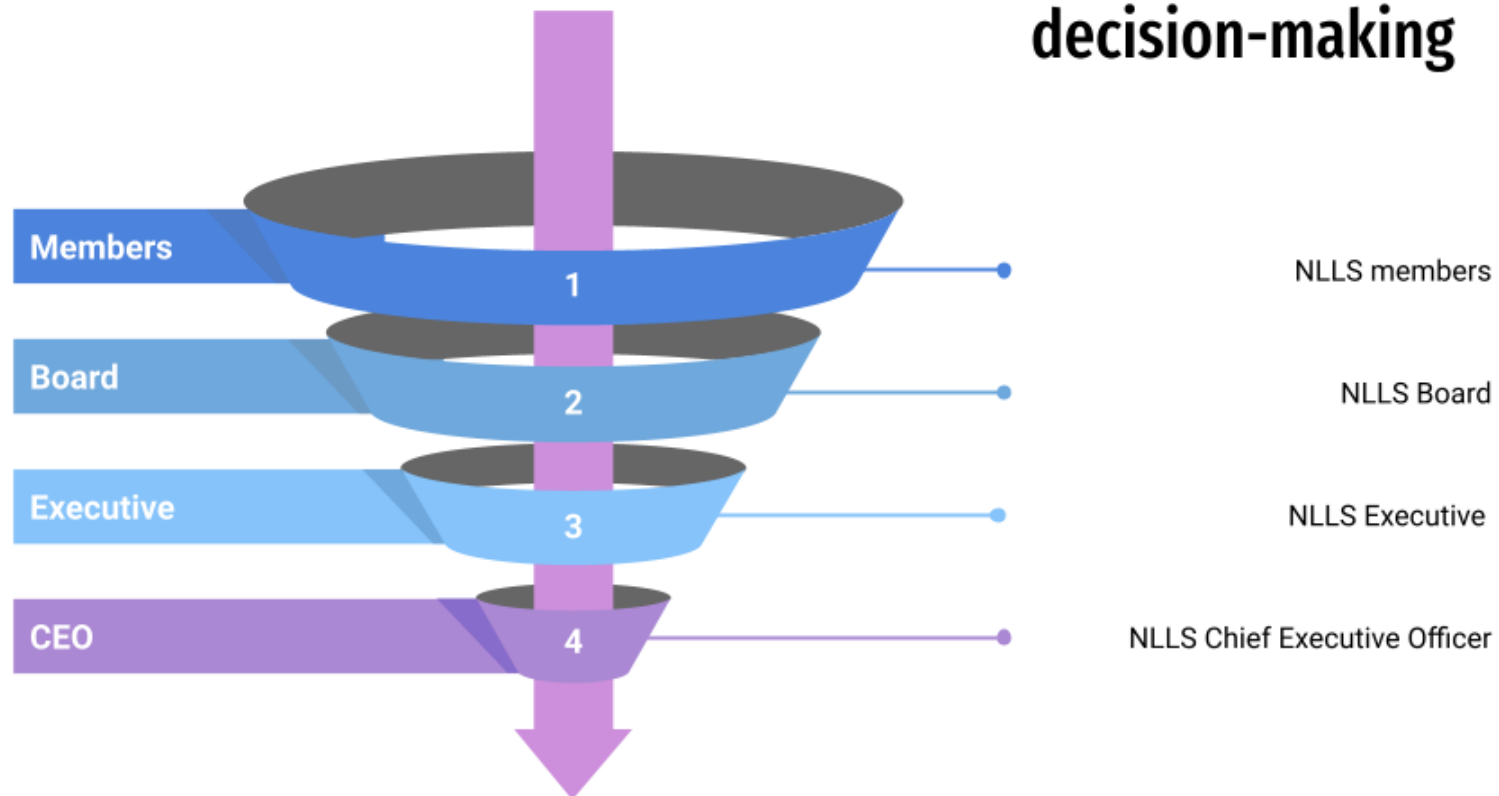
Briefing note template:

Each item that is placed on the Executive agenda should be supported by a briefing note that gives members the information they need to participate in a discussion, or to make a decision. This is the template used by The Alberta Library, filled in in point form. The note is generally one page.

ISSUE: Identify the topic for discussion/decision.
BACKGROUND: What is the history of this issue that is relevant to the current discussion?
CURRENT STATUS: Why is this arising now? Is there something new or changed that brings this up?
CONSIDERATIONS: Pros and cons of different approaches, impact on other activities or decisions.
OPTIONS: Present all of the options that you have considered.

CONCLUSION/RECOMMENDATIONS: Which of the options are you recommending? Why?

MOTION: Items for decision should have a draft motion included. It may be amended before it is presented to the Board, but this saves time and makes sure that motions are worded clearly.

Whoever puts the item for decision or discussion on the agenda should also draft the briefing note. Most of these will be written by your CEO.

By using a template, all the information needed by the Executive is readily available in a familiar format.

Template for the CEO report to the Executive:

ISSUES RESOLVED:
- List actions or directions from previous meetings that are completed
- List any other programs or strategies that are finished.

ISSUES ONGOING:
- List activities and actions that are underway, that have been identified to the Executive previously.

NEW ISSUES:
- List new issues that need to be brought to the attention of the Executive
- Many of these will also appear on the agenda as items for decision or discussion.

This format allows the Executive to see new issues as they appear, follow their progress through ongoing to resolved, and to query any issues that remain in ongoing for an extended period of time.

It also allows the CEO to highlight the flow of work through their office and to identify activities that are linked to the Plan of Service or other goals.

Recommendation #3

Develop and implement strategies to engage member libraries with NLLS so that they appreciate the value of belonging to a system.

Explanation:

A number of staff members indicated frustrations at the expectations of member libraries and seemed very unclear about what services were reasonable expectations, and what services were not. This has led to a confusing and unhelpful us/them perception in which the NLLS staff are "us" and the members are "them". It is critical to remember that these are not customers or clients, they are your members and consequently you can't survive or thrive without them. Going forward, it would be helpful to consistently refer to them as "members" to underline this relationship.

Some staff members struggle with the belief that "the customer is always right", meaning that there is no request from the member libraries that they can turn down. Alternatively, some staff members feel that the members are always asking for more than they are entitled to, and are frustrated by this. When developing and offering services, it is important to remember that one of the purposes for developing the regional library systems in Alberta was to provide professional support to libraries in small communities that could not afford to hire trained staff members. Therefore, decisions that the member libraries make in requesting service should be evaluated to see if they are good practice in libraries.

Services are more difficult than products for customers (in this case, your members) to evaluate. For this reason, there is a tendency to assess the quality of service by the relationships that are established by the service provider (in this case, NLLS staff). This requires that staff develop positive interpersonal relationships with the staff in member libraries. These relationships need to be timely and ongoing and represent a genuine interest in the success of the member library.

For NLLS to thrive, the services offered to members must be more effective and efficient than what they can accomplish without being a member of NLLS. The overall goal is to help member libraries serve their communities in the best possible way, given their size and available resources. This depends on a trust relationship where expectations and processes are clearly defined.

Detailed recommendations:

1. Develop a list of basic services that are available to all members as a result of their membership. This should be detailed and specific, for example, is NLLS willing to provide training in MS Office or set up computer equipment that they purchase for themselves? Then develop a list of services that can be offered to member libraries on request, which they may have to pay for. Are there services that you are not prepared to offer to members either as part of their membership agreement or for additional payment?

2. Consider renaming the Public Services Department to something that reflects their actual role. Since NLLS doesn't serve the public, perhaps something like Development Services would be more appropriate.

3. Increase the number of face-to-face interactions with member libraries (post COVID). People do business with people, not with organizations, and it is critical for NLLS to start developing interpersonal relationships with the people who manage or work in your member libraries. Set a goal for a minimum number of visits to each library per year. During the current restrictions in travel and gathering, consider ways to increase personal contact with members, for example using Zoom or telephone calls instead of email.

4. Review the procedures in the Bibliographic Services area to ensure that you are using the services offered by library suppliers to the best advantage of your members.

5. Revise the goals of the Marketing Department so that the purpose of this department is clearly defined. In particular define the boundary between services provided by NLLS and expectations of the member libraries.

6. Ensure that procedures are followed. Some staff members complained about libraries "jumping the line" with requests to NLLS by contacting Board or Executive members. If there is a problem with the service that is being offered, it must be dealt with through the CEO, rather than by individual members of the Board contacting staff members directly.

7. Direct the CEO to resolve the issues in the Plan of Service that are actually tasks immediately. As well as resolving them, ensure that there are procedures in place to deal with these concerns in the future...they should never get bad enough to be directed to the Board or to appear in the Plan of Service.

8. Develop a plan for the CEO and a member of the Executive to visit each municipality and make a presentation on the value of NLLS membership. This presentation should also involve the local Board member.

9. Implement a plan for increasing the engagement of Board members. Some strategies to consider:
    a. Provide a job description for Board members to each municipality. Include the need for an interest in libraries.
    b. Suggest that a longer term on the NLLS board serves the municipality better as the member is able to make better informed decisions about services and budget.
    c. Engage Board members in discussions and decisions by providing briefing notes on each item.
10. When making presentations to municipal councils, link the value of libraries to the current concerns of council: how do libraries help support small business, people looking for jobs and mental health initiatives. This requires tailoring the presentation to each community and its goals.

Recommendation # 4

Develop a human resource strategy to ensure that all staff members are able to contribute their best work to the success of NLLS.

Explanation:

NLLS has a higher level of staff turnover than would normally be expected for this type of organization. Interviews with staff identified a number of perceptions of problems in this area - and it is important to remember that people behave according to their perceptions. The problems leave a number of staff members feeling insecure, unsure of their actual role and its contribution to the goals of the organization, and how they will be evaluated. As a result, some feel that they are not doing their best work, even though they would like to.

It is important to note that the turnover in the Bibliographic Services area is at a normal level. Unlike other parts of the organization, the staff who work here were clear about what they were trying to accomplish, and the role that they played in adding value to members. They perceive themselves as a team and are willing to support each other in completing work.

A second concern is that staff turnover is expensive for the organization, although some of these costs are hidden. There is always reduced productivity when someone leaves as well as the cost of hiring and training someone new, and their reduced productivity while they get up to speed. In addition, a poor reputation as an employer leads to a reduction in high quality applicants.

A number of staff commented that their roles were unclear, and they were not sure how they contributed to the achievement of NLLS goals. In some cases they were not even clear about the goals of NLLS. While sharing the Plan of Service may help with this, sharing the Implementation Plan with all staff members (after it is developed) might provide a clearer path forward.

Detailed recommendations:

1. Define the kind of employer you want to be. This will help to decide on the steps that you need to take to become this kind of employer. This is the starting point for the Board to determine its Compensation Philosophy.
2. Develop a Compensation Philosophy - a policy statement (often part of the Human Resource policy) that allows the Board to define how it will compensate employees, including pay, benefits and other issues. It should include such questions as:

    a. Do we reward longevity or excellence? In other words, do wages go up every year, or only for people who meet or exceed expectations.

    b. What benefits do we offer employees? Many employees commented on NLLS's benefit package and how good it is...so this section makes sure that these benefits are adding to the success of the organization.

    c. How do we calculate COLA? Many organizations find it useful to have this conversation and connect it to an outside source separate from the budget conversation. This allows for smoother budget preparation.

3. Revise employee job descriptions to focus on the expected outcomes of each job. This has two benefits: it focuses attention for the employee and the supervisor on how this position contributes to the goals of NLLS and the Plan of Service; and it means that you don't have to rewrite the job description each time there is a small change in the processes that make up the job. In general, staff members will be happier in their work if their role is clear, and their work is meaningful. If you are not able to rewrite job descriptions, add a section that links the work of that employee to specific goals or parts of the Plan of Service.

4. Develop annual goals for each employee as part of the annual review process. These goals need to be specific and measurable as they will form the basis of the following year's appraisal. A number of staff members commented that they were not entirely sure how they were evaluated, and weren't sure how to tell if they were doing a good job.

    a. For librarians and professional staff members there should be the following goals:

        i. Maintenance goals: achieve what is defined in the job description.

        ii. Innovative goals: solving problems or creating new strategies, programs or services.

        iii. Professional goals: activity with professional associations, conference attendance, conference presentations or writing.

        iv. Development goals: definition of skills that are to be developed during the year.

    b. For support staff:

        i. Maintenance goals: achieve what is defined in the job description.

        ii. Improvement goals: improve quality or quantity of work, revise job processes

        iii. Training goals: defined by what is to be learned and related behaviour changes rather than what is to be studied.

5. Reconsider the role of an Executive Assistant for the CEO. An Executive Assistant can take on many of the administrative tasks that support the Board, including the preparation of Board packages, minutes, writing reports and dealing with routine requests from members.

6. The new CEO needs to directly address the organizational culture, which was described by several staff members as a "culture of blame". This has resulted in some staff members not offering suggestions for change or improvement, because they are concerned that they will be blamed if the suggestions are not successful.

7. The organization appears to be lacking in HR skills. For example, some staff members identified that there is a need for training in Equity, Diversity and Inclusion, followed up by expectations of certain types of behaviour. While some staff members characterize this as enforced political correctness, an inclusive work environment is a legal obligation, as well as a contributing to a welcoming work environment.

8. An overall training and development strategy is also part of an HR strategy. While there are many training opportunities, which staff members recognized and value, it is not clear that there are goals for training. Development opportunities are available, such as tuition support, but again, the goals and expectations appear to not be clear to all staff members. For the best return on any investment in training, it is necessary to define expectations of changed behaviour that result from training.

9. When advertising for new staff, consider how you present Elk Point and the NLLS region. For example, instead of saying that Elk Point is "only 2 ½ hours from Edmonton", think of ways to present the area as an attractive lifestyle choice, that allows for lots of outdoor activities, reasonably priced housing and so on.

10. Consider dividing the organization into three departments:
    a. Collection Services: these are all of the activities that support the collections of member libraries from ordering material to delivering it shelf ready, or subscribing to online resources.
    b. Member Services: these are all the activities that support the development and success of member libraries, including consulting and training.
    c. Administrative Services: these are all of the activities for running the business part of NLLS, including finance, marketing, and human resources.

Recommendation # 5

Ensure that all financial documents are transparent and easily understood and explained by members of the Executive.

Explanation:

Money and how it is committed is a very visible indicator of the actual priorities of an organization and the speed with which they intend to work towards their goals. The funding of regional library systems is often not well understood by its members and consequently appears to be confusing. All members who vote on the budget should be able to explain it clearly to their municipal council.

The budget needs to be linked to specific intentions in the Plan of Service. For example, if you are going to increase the face-to-face visits of staff members to member libraries, everyone voting on the budget should be able to find the cost of that activity. This allows for the people voting on the budget to understand the actual cost of service changes.

Members need to be clear on what they get for their membership fees. It is very difficult to talk about the value of what they receive, because value is determined by the receiver, not the provider, of service. Therefore, consider reporting to members where their money went, and be prepared to discuss with them the cost of providing an equivalent service without NLLS membership. A number of other regional systems are working on this, and would likely share their work.

When this is done, it would be useful to find out how the member libraries value the services. It is important preparation for your next Plan of Service to determine what value, for example, they place on more frequent deliveries. This can only be discussed once you can establish how much it would cost to make this kind of change.

Detailed recommendations:

1. When preparing the budget, each department should submit their budget requests, with links to the goals or Plan of Service, and priorities identified. This should include training for staff members, material, technology or software, equipment and so on. The manager of each department should then be held responsible for the expenditure of their portion of the approved budget as part of their expectations.

2. Ensure that the budget and the regular financial reports to the Executive can be compared with the Plan of Service and the implementation plan. The amount of money that you are able to commit to progress towards any goal dictates the speed at which you will approach it.

3. In the future, should the position of Finance Manager become available, consider hiring a qualified accountant.

Conclusion:

Northern Lights Library System is at an exciting point in its history. Changes in the information environment, changes in the political environment, and changes in technology are creating new ways of doing business as well as new challenges. Libraries are increasingly looking to each other for support and to reduce duplication. The current staff of NLLS is committed to the best possible level of library service for this region.

While the work outlined in this report may seem challenging, NLLS certainly has the commitment and ability, in both trustees and staff, to make it possible. By approaching the changes in an open manner, the structural challenges of the current operation can be resolved, creating an environment where the best possible support can be provided for member libraries.

Staff members consulted:

Terri Hampson - Terri was also helpful in providing documents and answering procedural questions

Tracy Paradis
Joanne McBroom
Susan Frisby
Jodi Arrowsmith
Diane Babcock
Dolores Zacharuk
Darby MacKay
Ashley Weisbeck
Paul Kosa
Jessica Morris
Joanne Knysh
Crystal Boorse
Brandon Ziomak
Heather Elliott
Kelly McGrath

Your current Supernet connection is 100 MB (Paid for by Public Library Services Board), this connection is for both, your connection to us for your internet (as we are a hub and spoke model network), and to Yellowhead for your Polaris.

All traffic goes through our Fortigates (Firewalls) and our Exinda (packet shaper), this means our equipment needs to be to be able to handle the traffic going through, the higher the traffic the bigger the equipment, the higher the cost. Also a much bigger supernet line would be needed at HQ which would be adding another cost.

Supernet
*The Alberta SuperNet is a broadband network comprised of fibre cables and towers built to connect public institutions across the province and enable them to access high-speed internet access, video conference, and other services. **While high-speed Internet access is possible with SuperNet, it is not** equivalent **to SuperNet.***
http://www.municipalaffairs.alberta.ca/plsb_supernet

NLLS Supernet Setup
8 NGN sites –ALLB, AVER, AWAIC, AVE, AGCM, ACLM, AMO and ASTP @ 100 MB (90 Best Effort, 0 Standard, 5 interactive, 5 Real Time) per site = 800 MB Best Effort
38 Legacy Sites @ 5 MB per site with an ability to burst to 6.5MB = 190 MB with burst 247MB Standard
This total for libraries is at Min 990 MB at Max 1047 MB

NLLS currently has a total of a 600 MB, which the 100 MB(90 Best Effort, 0 Standard, 5 interactive, 5 Real Time) line for NLLS traffic. Extra bandwidth totals: 300 Best Effort (NGN) and 200 Standard (legacy)

NLLS HQ
Our Exinda is our packet shaper (Traffic shaping is used to optimize or guarantee performance and improve latency), without a packet shaper a couple of libraries could utilize all the bandwidth leaving every other library without any internet at all, it would also mean those libraries would be unable to connect to Polaris.

Our Forigates also handle all traffic produced at every site, this directs traffic to the proper paths (I.e. Logins to NLLS Servers, Polaris to YRL, internet to Cybera (ISP)) and these will need to be upgraded to handle extra traffic.

Internet
Internet traffic travels along the Supernet, it is NOT the supernet.
ISP traffic is 120MB with 50 MB peering this is divided up amongst all 47 sites including NLLS HQ.

ALLB
ALLB constantly shows as one of our top 7 users of internet bandwidth.

When there is little or no traffic a site can use up as much as their supernet bandwidth will allow, so for ALLB this it would be the **90 MB** as Axia splits the traffic as 90 Best Effort, 0 Standard, 5 interactive, 5 Real Time (This can not be changed)
Polaris is marked on Exinda as a higher priority than internet traffic, this is to guarantee the ILS is always available. Therefore any bandwidth being used by Polaris will be unavailable for internet.
The same if there is any videoconferencing on the RISE network.

If there is traffic other than ALLB then the bandwidth gets divided to the amount of libraries available at Maximum capacity the NGN sites get 3.5MB and the Legacy sites get 2 MB of internet.

While max capacity may happen occasionally, it is not a continuous occurrence; in general we find it happens when public computers need updates (Microsoft updates are done on a schedule and is handled by NLLS and deepfreeze and as long as libraries keep their computers on by schedule in the evenings). This issue is taken care of when libraries do, at minimum, a monthly maintenance on their public computers and do the required updates (as the updates will happen every time the computer restarts otherwise, which is an issue when there are approx.300-350 public computers on the network)

Other issues are
- Streaming video, this is an ever increasing issue and is a very common use amongst every site
- Online backup, this too has been known to take up a full amount of bandwidth if proper steps are not taken.
- Wireless traffic, every person who has a wireless device will connect to free network when available and most wireless devices will use a network to connect to do all updates. As it is with all your public computers/devices and staff computers/devices, any connected device will generate traffic.

ALLB specifically has 24 computers/devices that can connect to the internet, this is a major amount of traffic for ALLB, if they are all on and connecting to the internet, then ALLB is slow down. Most of these devices are day to day use.
Now we add the wireless traffic, please see attached stats, one set is for all of 2018 and the other is for Feb 2019; with that we will see that the largest usage comes from staff and staff owned device, next being Patrons with their Barcodes.

With the full report we can see that some of the highest users of data come from staff usage, while normally this would not be a huge issue for most libraries, ALLB has 16 clients connected to the BYOD (Bring your own device). That then tells us that if all 16 connections connected on any given day (it would happen automatically, and devices will do any updates it needs including app updates without input from owner) then ALLB could potentially, without any Patron wireless logins, have 40 devices connected on internet.
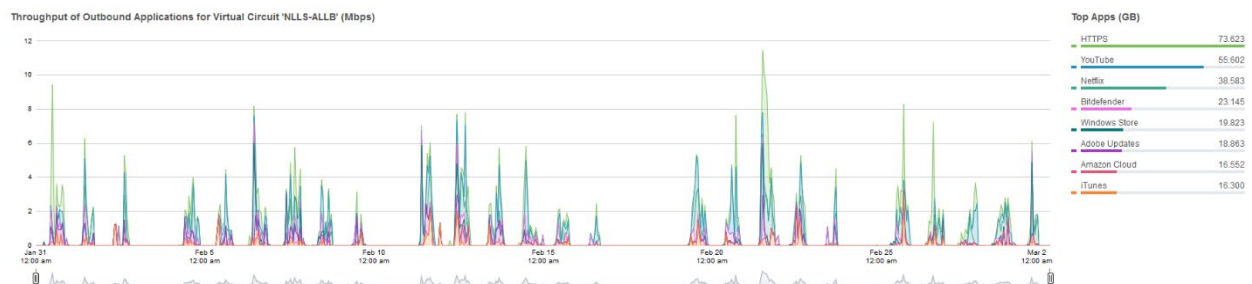
BANDWIDTH SPEED ALLB

Introduction:

This report provides information and data on ALLB and its bandwidth speed. It is also important to note that the current data matches previous tests.

PLEASE NOTE: The data from the endpoint is not useful as it was only a short time on the library network and has since been moved to a home network. The data is skewed and is mostly showing home network data.

Here is what we are looking at as a whole:

- ALLB has a Supernet bandwidth of 100Mbs with 10Mbs carved and unavailable for general usage. This was a Supernet standard for NGN and could not be changed.
- ALLB has an internet bandwidth of 40Mbs that is shaped by NLLS using a packet shaper, we currently are using Sinefa.
- NLLS has internet bandwidth of 220Mbs with 50Mbs of paring that is shared between all libraries and NLLS, the Sinefa shapes this traffic to guarantee all libraries will have internet bandwidth.

*Polaris traffic, using the application installed on the computer, uses Supernet bandwidth and is given top priority. This means that even if all internet bandwidth is used, the libraries access to the ILS would continue without any problems. Note: watching all Polaris traffic on our network during the new year with everyone running reports (our busiest time of year for Polaris) we have seen it spike at 2.5Mbs.

What this means:

- if any library finds that Polaris is slow, it is not bandwidth issues or WAN issues (NLLS responsibility), it would be either server issues, software issues, LAN issues (libraries responsibility), or local computer issues. *

Internet usage for the year from Cybera:

- General sustained usage is 25.35Mb out and 5.35Mb in.

BANDWIDTH SPEED ALLB

Results:

We do not come close to saturating the internet bandwidth we currently have, there is no reason to purchase more bandwidth.

Reports pulled from the Sinefa; the Yellow line is the sustained average usage. The solid blue is the sustained usage. The dotted lines are the spikes.

ALLB:

- Reports pulled from the Sinefa

November:

- Sustained bandwidth usage was from 1.5Mb to 12.5Mb, with the highest spike in sustained use hitting 16.6Mb

December:

- Sustained bandwidth usage was from 1.5Mb to 10Mb with the highest spike in sustained use hitting 30Mb

From our captured data, ALLB has not had sustained use of its 40Mb allotment; in fact, the average usage has not even come close to half.

* Traffic is based on sustained usage. While there were spikes, seconds in time, these are normal to any network/internet setting.

Most commonly hit sites are:

- Windows store
- YouTube
- Netflix
- Amazon
- OS updates
- Nintendo
- Facebook
- Dropbox
- HTTPS (general browsing)
- Office 365 common

Conclusion:

- ALLB does not use its full allotted amount of internet bandwidth of 40Mb.
- Supernet bandwidth was tested and it was fully capable of handling large volume files in a short amount of time and it fully used the bandwidth available.
- There are no issues with the WAN, bandwidth and speeds on the network are not the issue.

Northern Lights Library System

Comparative Income Statement - Comparative Income Statement - YTD to Last Year

		Actual 01/01/2020 to 01/31/2020		Actual 01/01/2021 to 01/31/2021	
	REVENUE				
1	Levies - Municipalities		1,226,701.73		1,226,701.73
2	Levies - Library Boards		0.00		6,538.84
3	Prov. Operating Grant		0.00		0.00
4	Prov. Rural Sevices Grant		0.00		0.00
5	Indigenous Grant		0.00		0.00
6	Prov. Establishment Grant		0.00		0.00
7	Deferred Allotment		-339,886.87		-372,390.75
8	Travel/Wage Grants		0.00		0.00
10	Non Resident Fees		150.00		0.00
13	Sales - Misc.		218.75		123.95
14	Sales Office Supplies-Resale		8,021.33		1,335.52
15	Other Revenue General		0.00		0.00
16	Sales-WRP/SRP		0.00		0.00
18	Annual Conference		0.00		0.00
19	Interest earned		3,523.22		1,209.67
20	Myrnam Revenue		0.00		0.00
23	**TOTAL REVENUE**		**898,728.16**		**863,518.96**
24					
25	**EXPENSE**				
30	**Staff Expenses**				
31	Staff Salaries		113,284.03		106,184.64
32	EI Expense	2,085.05		1,985.03	
33	C.P.P. Expense	5,623.08		5,391.04	
34	Group Life	0.00		0.00	
35	Extended Health Expense	4,891.94		2,172.74	
36	Dental Expense	2,635.58		959.62	
37	W.C.B. Expense	373.85		346.72	
38	Expenses Sub Total		15,609.50		10,855.15
39	**TOTAL - GENERAL PAYROLL EXPENSES**		**128,893.53**		**117,039.79**
40					
41	**Other Staff Costs**				
42	NLLS PD Training (Shared)	3,683.26		922.50	
43	Conference Fees (Shared)	0.00		0.00	
44	Hotel and Accommodations (Shared)	290.06		0.00	
45	Meals when Travelling (Shared)	261.00		57.97	
48	Staff Recruitment	0.00		450.00	
50	Human Resource Tools	0.00		0.00	
54	**Total Other Staff Costs**		4,254.32		1,430.47
55					
56	**Book Allotment**				

106	**Total Collection Development**	33,793.83	23,281.65
107			
108	**Library Services**		
109	System Collections	115.56	8.32
110	Indigenous Expenses	2,706.00	65,299.98
112	ILL Service Supplies	2,783.92	0.00
113	Bibs Service Supplies	27.05	0.00
114	Shipping & Freight	432.69	15.00
116	Catalog Process Forms Suppl	0.00	0.00
117	Assistive Technologies IT	0.00	0.00
119	Computer Replacement Program IT	0.00	0.00
120	Web Hosting IT	0.00	620.00
121	Library Assistance Software IT	0.00	0.00
122	Server Software IT	0.00	0.00
123	Computer Software IT	0.00	0.00
124	Emerging Technology IT	0.00	0.00
126	ACSI Managed Services	33,000.00	0.00
127	TRAC	109,941.00	117,629.00
128	Internet Service Fees IT	347.00	314.00
131	NLLS Annual Conference/Workshops PS	447.59	0.00
133	Library Managers Council PS	0.00	0.00
134	Library Programming PS	59.96	0.00
135	Postage/Courier	0.00	0.00
136	Coll. Dev. Shipping/ILL BS	60.92	30.79
137	Vehicle Expense BS	1,256.94	155.00
138	Vehicle Fuel BS	1,745.47	2,534.87
139	Online Databases PS	30,944.08	35,517.03
141	Myrnam-Operating expenses	1,153.90	0.00
143	Board Travel Mileage	294.37	0.00
144	Board Food and Beverages	248.81	0.00
145	Board Conference/Education	0.00	0.00
146	Special Events (Board)	515.47	0.00
147	Board Committee Meetings	70.00	450.00
148	Special Events (Admin)	40.50	455.00
149	NLLS Hosting	0.00	0.00
150	Office Equipment/Software Admin	0.00	0.00

151	Photocopier (Admin)	226.49	1,334.49
153	Professional & Legal Fees	931.20	0.00
154	Marketing	639.63	79.99
155	Audit Costs	233.71	0.00
157	Bank Charges	55.30	89.15
158	TAL - The Alberta Library	8,877.56	0.00
159	Insurance	10,937.23	0.00
160	Subscriptions (Admin)	1,142.77	41.58
161	NLLS Memberships (Shared)	499.00	9,129.01
162	Resale Supplies & General Rebills	23,732.50	4,112.83
163	Office Supplies (Admin)	1,441.03	1,102.04
164	Telecommunications (Shared)	961.16	760.70
165	General Maintenance/Contracts DNU	8,350.00	0.00
167	Janitorial/Caretaking/Landscaping	1,750.98	3,525.00
168	Health & Safety	2,065.25	1,107.97
169	Utilities	3,161.15	179.00
189	**TOTAL EXPENSE**	480,476.69	386,539.55
190			
191	**NET INCOME**	418,251.47	476,979.41

Generated On: 02/09/2021

*** not all of Jan has been received and enter

BUDGET	COMMENTS
$ 1,224,855.02	
$ 584,056.32	FYI -the budget on 2018 but have been paid
$ 814,256.20	out in 2021 using 2016 population numbers
$ 340,242.75	
$ 160,000.00	
$ -	May get a grant here for Frog Lake Board
$ 1,500.00	
$ 1,500.00	
$ 10,000.00	
$ 150,000.00	
$ 5,000.00	
$10,000.00	
$5,000.00	Booked for May 27/28, 2021
$35,000.00	lower rates for sure this year
$10,000.00	
$1,415,500.00	Not a full staff capacity for Jan
$135,000.00	
$15,000.00	Yearly on-line workplace whmis/violence training
$10,700.00	
$13,500.00	
$5,000.00	
$500.00	
$500.00	

$12,000.00	
$160,000.00	MOU's
$4,000.00	
$2,000.00	
$1,500.00	
$10,000.00	
$25,000.00	
$10,000.00	
$24,000.00	
$6,000.00	
$5,000.00	
$6,500.00	
$10,000.00	
$35,000.00	
$120,000.00	
$24,000.00	
$20,000.00	
$5,000.00	
$20,000.00	
$2,000.00	
$1,000.00	
$10,000.00	
$43,000.00	
$110,000.00	
$10,000.00	
$8,500.00	
$1,500.00	
$2,000.00	
$10,000.00	
$20,000.00	
$10,000.00	
$1,000.00	
$2,000.00	

$12,500.00	
$3,000.00	
$18,000.00	
$17,000.00	
$1,500.00	
$0.00	
$12,000.00	
$1,000.00	
$12,300.00	TAL moved here instead of stand alone
$150,000.00	
$10,000.00	
$15,000.00	
$15,000.00	
$30,000.00	
$3,000.00	
$30,000.00	

ed***

Notes
2018 pop = 173,246 @$5.23/$10.46 per capita (0%)
2018 pop @$5.23/$10.46 per capita (0%)
$4.70 per resident; 2018 pop 173,246
$5.55 per resident; 2018 pop 61,305 In and out 2.15 per capitia for Book Allotment
TRAC, PLSB offset line 109 Expenses
Morinville/Bonnyville
Rental, Professional services
Offset with expense line 108 Expenses
Grants/1% Admin fee for Board of Rec 2-day Conference / Workshop
Bank/Investments Interest
Myrnam offset in line: 103 Expenses
Salaries/RRSP-No Cola, 24 staff
Dental Vision Health
Webinars, Courses and Training Sessions
Conference and Workshops attending
Hotels and Travel costs
Meals 50% gst
Any staff vacancy
Reference and HR Advisory

Large Print, Professional collection, Ref, Audio, Kits and Blocks Makerspace
In and out
Library Cards, Stickers, Disc repair supplies, Canvas bags and DVD cases
Web dewey, CD, cataloguers desktop
Brokerage, Freight, Customs, Various Book Suppliers shipping cost
Laminating, macktac, barcodes spine lables
Anti Virus, Deep Freeze, FixMeStick, -3 yr prepaid going forward- 2017 code changes
Laptops, Staff computers, Monitors - 2019 Towers need to be replaced
Econolution / Box Clever
HelpDesk, GoToAssist, Cloud printing
Vmware, Veeam, Dell Desktop Authority
Office 365, Windows 10, Smart Draw, Asset Panda ect.
New technology for development
Customer edge devices maintenance and 3 year contract. Paid in Dec each year
Cost of operations and maintenance of catalogue and Server at YRL
Cybera
Conference and Workshops - LMC Workshop
3 LMC meetings a year, travel and meals
SRP WRP, entertainer, prizes, story teller, author talks
Postage, (other than government courier an van run)
Maintenance
Fuel
Cypress, Tumblebooks, Niche Acadamy, TAL - Lynda.comOverdrive, 3M, Hoopla, Zinio
Operating expenses, salary, programming
Regular Board Meetings
Board and exec meetings meals.
Coverage for Board Chair and 3 additional board members
Board Chair Honoriarium/Perdiem/Mileage for Travel to Municipalities (as per POS)
per diem for Board committees
Staff Long Service Awards. Projects
General Hosting
Repairs, software, small equipment/furniture purchases - Audio Visual equip-Rollover Amt

Rental, maintenance, toners
Strategic planning; legal contingency, strategy professional
Publiciity,trade shows, newsletter, supplies, promo, kiois
RFP
Bank charges; Credit Card charges; US foreign exchange
Moved to Memberships
AMSC
Local newspapers / Copyright Lic,
AUMA, RMA, ALA, CLA, APLAC, travel and hotels
Furniture, computers, office supplies-Rebills
General office supplies, Simply accounting software
NLLS phones, and Cell phones
Upkeep and emergency repairs
Caretaking Contract, landscaping, snow removal, janitorial supplies.
Security system, safety workshops,
Water, hydro, garbage, shredder, gas

Northern Lights Library System

Balance Sheet As at 01/31/2021

ASSET

CURRENT ASSETS

			GL
Petty Cash	210.00		
USD Exchange Acct	3,947.43		
ATB Chequing Account	730,572.69		6710
ATB US Chequing Account	9,991.05		6711
ATB Investment Acct	**1,875,247.37**		6712
CASH TOTAL		2,619,968.54	6713
A/R - General	861,708.52		6714
A/R - Yearend	1,851.51		6715
A/R - GST Rebate	-28,761.75		6716
Allowance for Doubtful Accounts	-68.10		6717
AR Total		834,730.18	
Prepaid Expenses and Deposits	223,761.93		6720
Total Prepaid		223,761.93	
Total Current Assets		3,678,460.65	

FIXED ASSETS:

Vehicles	201,133.93	
Accum Amort - Vehicles	-171,640.01	
Computer Equipment	233,187.74	
Accum Amort - Computer Equipment	-229,930.34	
Furniture & Equipment	83,109.39	
Accum Amort - Furniture and Fix	-56,203.12	
Parking Lot	81,000.00	
Accum Amort - Parking Lot	-27,000.00	
Building	2,894,640.88	
Accum Amort - Building	-803,868.06	
Land	50,000.00	
Total Fixed Assets		2,254,430.41
Total Fixed Assets		2,254,430.41
TOTAL ASSET		5,932,891.06

LIABILITY

Current Liabilities

ATB Credit Card	15,352.34	
Year Accounts Payable	-1,513.21	
Accounts Payable	54,112.15	
Vacation Payable	30,772.93	

Vacation Payable Link		978.52
EI Payable	340.48	
CPP Payable	591.78	
Federal Income Tax Payable	-1,845.20	
Rec Gen Payable: Total		-912.94
R.R.S.P. Payable	-747.42	
Extended Health	666.85	
Dental	-36.11	
LTD	-361.46	
STD	-485.57	
Other Deductions Payable	-549.32	
Deduction Payables Total		-1,513.03
WCB Payable		1,026.64
GST Charged On Operating Sales	1,778.56	
GST Paid On Operating Purchases	-21,245.32	
GST Paid - Exempt Purchases	-10,512.10	
GST Total		-29,978.86
AELK-Funds	1,765.58	
AIRC- Funds	533.07	
AATH-Funds	1,654.98	
ATOF- Funds	65.70	
ALLB-Funds	32.95	
APL-Funds	3.02	
AHOM-Funds	8.40	
AVIK-Funds	1,649.48	
AVIK-Purchases	-17.96	
ABRUM- Funds	3,627.53	
AMAN-Funds	1,879.39	
Unallocated Book Allotments	-84.01	
APV-Funds	16.20	
ANE-Funds	588.57	
ANE-Purchases	-188.97	
ASL-Funds	0.28	
AWAS-Funds	159.07	
AWAIC- Funds	1.12	
ABOY-Funds	8.24	
AMO-Funds	6.21	
AVER- Funds	107.32	
AVE-Funds	994.87	
AROC - Funds	517.30	
ABOA-Funds	43.56	
AIP- Funds	477.45	
AIP- Purchases	-356.32	
AGRAS-Funds	362.00	
Library Acquistion Accounts		13,855.03
Deferred Grant Contributions		281,979.61
Deferred Contributions		1,191,021.45

TOTAL CURRENT LIABILITIES   1,555,180.63

Libraries Collection Development

Cold Lake - Allocations	43,783.59
Vilna - Allocation	3,137.03
Bruderheim - Allocations	14,601.19
Kitscoty- Allocation	16,372.13
Gibbons- Allocations	20,686.46
Ashmont- Allocations	7,647.48
Edgerton - Allocations	2,916.39
Elk Point - Allocations	3,732.24
Bonnyville- Allocations	39,273.42
Holden- Allocations	3,877.03
Edmonton Garrison - Allocation	17,006.67
Mallaig - Allocations	8,162.92
Mannville - Allocations	9,245.86
Myrnam - Allocation	4,382.48
Marwayne - Allocation	6,251.27
Paradise Valley - Allocation	6,154.22
Ryley - Allocation	3,568.25
Smoky Lake - Allocations	5,408.98
Radway - Allocations	2,510.01
St. Paul - Allocation	15,292.04
Thorhild - Allocations	3,630.17
Two Hills - Allocation	9,728.14
Tofield - Allocation	13,753.59
Vegreville - Allocations	26,476.51
Vermilion - Allocations	20,051.26
Viking - Allocations	6,471.56
Wainwright - Allocations	19,240.22
Waskatenau - Allocations	1,718.95
Newbrook - Allocations	3,014.95
Mundare - Allocations	4,429.76
Irma - Allocation	4,123.90
Chauvin- Allocations	3,977.80
Lamont-Allocations	11,645.05
Andrew - Allocations	11,170.24
Athabasca - Allocations	24,832.51
Boyle - Allocations	5,360.27
Innisfree - Allocations	1,126.28
Grassland - Allocations	10,557.48
Rochester - Allocations	1,811.72
Wandering River - Allocations	1,030.32
Bon Accord - Allocations	13,163.42
Lac La Biche - Allocations	21,031.42
Morinville - Allocations	39,324.89
Redwater - Allocations	20,130.16

Plamondon- Allocations	3,948.89	
Frog Lake - Allocations	4,564.45	
Collection Development		520,323.57
TOTAL - UNUSED COLLECTION DEVELOPME		520,323.57
TOTAL LIABILITY		2,075,504.20

EQUITY

Retained Earnings

Current Earnings	476,979.41
Opening Retained Earnings	2,207,096.38
Capital surplus	1,173,311.07
Total Retained Earnings	3,857,386.86
TOTAL EQUITY	3,857,386.86
LIABILITIES AND EQUITY	5,932,891.06

Generated On: 02/10/2021

Type of RESERVE Fund	Allocation of Current funds	Min Balance for Reserves
Unrestricted		
Vehicle Replacement Funds	$ 145,000.00	$ 45,000.00
Furniture & Equipment Funds	$ 25,000.00	$ 25,000.00
Building Funds	$ 375,000.00	$ 250,000.00
Computer Funds - 5yr	$ 90,000.00	$ 50,000.00
Server Funds - 5yr	$ 385,000.00	$ 300,000.00
Network Hardware Funds - 5yr	$ 160,000.00	$ 100,000.00
Fortigate - Libraries Funds - 5yr	$ 160,000.00	$ 100,000.00
Contingent Liability and Consultation	$ 100,000.00	$ 50,000.00
Restricted		
Operational Restricted Reserve	$ 435,247.37	$ 350,000.00

Money in Investments Jan 31 2021 $ 1,875,247.37

TOTALS

Restricted Funds Definition

Only used for non-capital purpose (Operational & Contingency) - Need board approval to use or move

Unrestricted Funds Definition

Fund which can be accessed for capital purposes - Need Executive approval to use or move

Allocation

The amount of money proposed for the specific reserve category

2019 Usage	2020 Usage	Policy Mins	Projected 2021 Usage	
$ 3,000.00	$ 33,245.25	$ 50,000.00	$ 35,000.00	**paid both in 2020
$ 3,000.00	$ 4,950.00	$ 25,000.00	$ -	
$ 65,200.00	$ 16,369.00	$ 250,000.00	$ 50,000.00	
$ -	$ -	$ 30,000.00	$ -	
$ -	$ 48,111.11	$ 200,000.00	$ 150,000.00	
$ 10,000.00	$ -	$ 100,000.00	$ -	
$ -	$ -	$ 100,000.00	$ -	
$ 42,000.00	$ -	$ 50,000.00	$ -	
$ -	$ -	$ 300,000.00	$ -	
$ 123,200.00	**$ 102,675.36**		**$ 235,000.00**	

NORTHERN LIGHTS LIBRARY SYSTEM

Statement of Financial Position

As at December 31, 2020

	2020	2019
ASSETS		
CURRENT		
Cash and cash equivalents	$ 1,866,654	$ 2,244,550
Investments *(Note 2)*	700,000	400,000
Accounts receivable *(Note 3)*	20,561	22,151
Goods and Services Tax recoverable	26,889	15,929
Prepaid expenses	128,856	167,956
	2,742,960	2,850,586
TANGIBLE CAPITAL ASSETS *(Note 5)*	2,342,981	2,254,431
	$ 5,085,941	$ 5,105,017
LIABILITIES		
CURRENT		
Accounts payable and accrued liabilities	$ 36,314	$ 50,466
Vacation payable	21,690	32,502
Deferred contributions - allocation *(Note 8)*	136,113	122,420
Deferred contributions - other *(Note 9)*	309,499	291,933
	503,616	497,321
DEFERRED CONTRIBUTIONS - TANGIBLE CAPITAL ASSETS *(Note 10)*	1,143,719	1,191,021
	1,647,335	1,688,342
NET ASSETS		
Invested in tangible capital assets - internally restricted	1,199,262	1,063,410
Unrestricted	2,239,344	2,353,265
	3,438,606	3,416,675
	$ 5,085,941	$ 5,105,017

ON BEHALF OF THE BOARD

_____ *Director*

_____ *Director*

The accompanying notes are an integral part of these financial statements.

February 26, 2021

Metrix Group LLP
12840 St. Albert Trail
Edmonton Alberta T5L 4H6

Dear Sir:

Re: Management representations letter

This representation letter is provided in connection with your audit of the financial statements of Northern Lights Library System for the year ended December 31, 2020, for the purpose of you expressing an opinion as to whether the financial statements are presented fairly, in all material respects, in accordance with Canadian public sector accounting standards for government not-for-profit organizations.

In making the representations outlined below, we took the time necessary to appropriately inform ourselves on the subject matter through inquiries of entity personnel with relevant knowledge and experience, and, where appropriate, by inspecting supporting documentation.

We confirm that (to the best of our knowledge and belief):

1. **Financial Statements**

   We have fulfilled our responsibilities, as set out in the terms of the audit engagement dated December 14, 2020 for:

   - Preparing and fairly presenting the financial statements in accordance with Canadian public sector accounting standards for government not-for-profit organizations;
   - Providing you with:
     – Access to all information of which we are aware that is relevant to the preparation of the financial statements, such as:
       A. Accounting records, supporting data and other relevant documentation,
       B. Minutes of meetings (such as shareholders, board of directors and audit committees) or summaries of actions taken for which minutes have not yet been prepared, and
       C. Information on any other matters, of which we are aware, that is relevant to the preparation of the financial statements;
     – Additional information that you have requested from us for the purpose of the audit; and
     – Unrestricted access to persons within the entity from whom you determine it necessary to obtain audit evidence.
   - Ensuring that all transactions have been recorded in the accounting records and are reflected in the financial statements; and
   - Designing and implementing such internal control as we determined is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. We have also communicated to you any deficiencies in the design and implementation or the maintenance of internal control over financial reporting of which management is aware.

2. **Fraud and Non Compliance**

   We have disclosed to you:

   a. All of our knowledge in relation to actual, alleged or suspected fraud affecting the entity's financial statements involving:

2. **Fraud and Non Compliance** *(continued)*

    i. Management;

    ii. Employees who have significant roles in internal control; or

    iii. Others where the fraud could have a material effect on the financial statements;

  b. All of our knowledge in relation to allegations of fraud or suspected fraud communicated by employees, former employees, analysts, regulators or others;

  c. All known instances of non-compliance or suspected non-compliance with laws and regulations, including all aspects of contractual agreements that should be considered when preparing the financial statements;

  d. All known, actual, or possible litigation and claims that should be considered when preparing the financial statements; and

  e. The results of our risk assessments regarding possible fraud or error in the financial statements.

3. **Related Parties**

We have disclosed to you the identity of all of the Library System's related-party relationships and transactions of which we are aware. This includes sales, purchases, loans, transfers of assets, liabilities and services, leasing agreements, guarantees, non-monetary transactions, and transactions for no consideration for the period ended as well as related balances due to or from such parties at the period end.

All related-party relationships and transactions have been appropriately accounted for and disclosed in accordance with the requirements of Canadian public sector accounting standards for government not-for-profit organizations.

4. **Estimates**

We acknowledge our responsibility for determining the accounting estimates required for the preparation of the financial statements in accordance with Canadian public sector accounting standards for government not-for-profit organizations. Those estimates reflect our judgment based on our knowledge and experience of past and current events, and on our assumptions about conditions we expect to exist and courses of action we expect to take. We confirm the methods, the data, and the significant assumptions used in making accounting estimates (including the useful lives of tangible capital assets and the corresponding rates of amortization, recoverability of accounts receivable, and the amount of accrued liabilities) and their related disclosures are appropriate to achieve recognition, measurement or disclosure that is reasonable in the context of Canadian public sector accounting standards for government not-for-profit organizations.

5. **Subsequent Events**

All events subsequent to the date of the financial statements and for which Canadian public sector accounting standards for government not-for-profit organizations requires adjustment or disclosure have been adjusted or disclosed

6. **Commitments and Contingencies**

There are no commitments, contingent liabilities/assets or guarantees (written or oral) that should be disclosed in the financial statements. This includes liabilities arising from contract terms, illegal acts or possible illegal acts, and environmental matters that would have an impact on the financial statements.

7. **Adjustments**

We have reviewed, approved and recorded all of your proposed adjustments to our accounting records. This includes journal entries, changes to account coding, classification of certain transactions and preparation of, or changes to, certain accounting records.

8. **Misstatements**

The effects of uncorrected misstatements are immaterial, individually and in aggregate, to the financial statements as a whole. A list of the uncorrected misstatements, including the reasons why they were not corrected, is attached to this letter.

9. **Accounting policies**

All significant accounting policies are disclosed in the financial statements and are consistent with those used in the previous period.

10. **Contractual compliance**

10. **Contractual compliance** *(continued)*

We have complied with the terms and conditions of all contractual agreements that could have a material effect, in the event of non-compliance, on the financial statements.

11. **Direct liabilities**

We have recorded in the accounts all known liabilities of our Library System as at December 31, 2020 except for trivial amounts.

12. **Future plans**

We have no plans or intentions that may materially affect the carrying value or classification of assets and liabilities reflected in the financial statements.

13. **Liabilities and contingencies**

All liabilities and contingencies, including those associated with guarantees, whether written or oral, have been disclosed to you and are appropriately reflected in the financial statements.

14. **None of the members were in debt to the Library System**

None of the directors were in debt to the Library System, other than in the ordinary course of business at the period-end or at any time during the period.

15. **Carrying value**

We have no plans or intentions that may materially affect the carrying value or classification of assets and liabilities reflected in the financial statements.

16. **Litigation**

We have informed you of all outstanding and possible claims, whether or not they have benn discussed with legal counsel.

17. **Contractural agreements**

We have disclosed to you, and the Library System has complied with, all aspects of contractual agreements that would have a material effect on the financial statements in the event of non-compliance, including all covenants, conditions or other requirements of all outstanding debt.

18. **Unrecorded assets**

There are no material unrecorded assets or contingent assets (such as claims relating to patent infringements or unfulfilled contracts whose value depends on satisfying conditions regarded as uncertain), that have not been disclosed to you.

Acknowledged and agreed on behalf of Northern Lights Library System by:

_____
James MacDonald, Executive Director

_____February 26, 2021_____
Date signed

_____
Terri Hampson, Finance Officer

_____February 26, 2021_____
Date signed

NORTHERN LIGHTS LIBRARY SYSTEM

Financial Statements

For The Year Ended December 31, 2020

MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL REPORTING

Management is responsible for the preparation and presentation of the accompanying financial statements, including responsibility for significant accounting judgments and estimates in accordance with Canadian public sector accounting standards for government not-for-profit organizations. The responsibility includes selecting appropriate accounting principles and methods, and making decisions affecting the measurement of transactions in which objective judgment is required.

In discharging its responsibility for the integrity and fairness of the financial statements, management designs and maintains the necessary accounting systems and related internal controls to provide reasonable assurance that transactions are authorized, assets are safeguarded, and financial records are properly maintained to provide reliable information for the preparation of the financial statements.

The elected Board of Directors of the Northern Lights Library System are composed entirely of individuals who are neither management nor employees of the Library System. The Board carries out their responsibility principally through its Audit Committee. The Audit Committee has the responsibility of meeting with management and the external auditors to discuss the internal controls over the financial reporting process, auditing matters, and financial reporting issues. The Audit Committee is also responsible for the appointment of the Library System's external auditors.

Metrix Group LLP, an independent firm of Chartered Professional Accountants, is appointed by the Board of Directors to audit the financial statements and to report directly to them. The external auditors have full and free access to and meet periodically and separately with the internal audit staff, other management staff, and the Audit Committee and management to discuss their audit findings.

James MacDonald, Executive Director

Terri Hampson, Finance Officer

Elk Point, Alberta
February 26, 2021

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INDEPENDENT AUDITORS' REPORT

To the Members of Northern Lights Library System

Opinion

We have audited the financial statements of Northern Lights Library System (the Library System), which comprise the statement of financial position as at December 31, 2020, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Library System as at December 31, 2020, and the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards for government not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditors' Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Library System in accordance with ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

Management is responsible for the other information. The other information comprises the information included in the *Annual Report*, but does not include the financial statements and our auditors' report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards for government not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

(continues)

Independent Auditors' Report to the Members of Northern Lights Library System *(continued)*

In preparing the financial statements, management is responsible for assessing the Library System's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Library System or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Library System's financial reporting process.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Library System's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Library System's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Library System to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Chartered Professional Accountants

Edmonton, Alberta
February 26, 2021

NORTHERN LIGHTS LIBRARY SYSTEM
Statement of Financial Position
As at December 31, 2020

	2020	2019
ASSETS		
CURRENT		
Cash and cash equivalents	$ 1,866,654	$ 2,244,550
Investments *(Note 2)*	700,000	400,000
Accounts receivable *(Note 3)*	20,561	22,151
Goods and Services Tax recoverable	26,889	15,929
Prepaid expenses	128,856	167,956
	2,742,960	2,850,586
TANGIBLE CAPITAL ASSETS *(Note 5)*	2,342,981	2,254,431
	$ 5,085,941	$ 5,105,017
LIABILITIES		
CURRENT		
Accounts payable and accrued liabilities	$ 36,314	$ 50,466
Vacation payable	21,690	32,502
Deferred contributions - allocation *(Note 8)*	136,113	122,420
Deferred contributions - other *(Note 9)*	309,499	291,933
	503,616	497,321
DEFERRED CONTRIBUTIONS - TANGIBLE CAPITAL ASSETS *(Note 10)*	1,143,719	1,191,021
	1,647,335	1,688,342
NET ASSETS		
Invested in tangible capital assets - internally restricted	1,199,262	1,063,410
Unrestricted	2,239,344	2,353,265
	3,438,606	3,416,675
	$ 5,085,941	$ 5,105,017

ON BEHALF OF THE BOARD

_____ *Director*

_____ *Director*

NORTHERN LIGHTS LIBRARY SYSTEM
Statement of Operations
For The Year Ended December 31, 2020

	2020 (Budget)	2020 (Actual)	2019 (Actual)
REVENUE			
Provincial grants *(Note 4)*	$ 1,154,499	$ 1,303,796	$ 1,191,472
Municipal levies	1,224,855	1,226,702	1,207,727
Library board levies	584,056	585,451	576,285
Reimbursements *(Note 6)*	325,000	96,592	157,865
Amortization of deferred contributions - tangible capital assets *(Note 10)*	-	47,302	56,059
Interest	35,000	38,820	50,792
Myrnam revenue	10,000	9,132	9,754
Office sales	10,000	6,787	19,948
Reading programs	10,000	1,889	8,598
Non-resident fees	1,500	1,000	1,900
Annual conference	5,000	-	-
	3,359,910	3,317,471	3,280,400
EXPENSES			
Salaries, wages and benefits	1,476,211	1,491,167	1,351,603
Bibliographic services	459,130	384,903	476,700
Transfer payments *(Note 7)*	340,243	335,130	340,243
Public services	189,000	159,737	142,065
Indigenous project	160,000	145,220	32,896
Contracts and vendor services	140,000	142,941	137,661
Information technology	87,700	113,932	106,223
Amortization of tangible capital assets	-	112,514	165,961
Administration and finance	98,100	95,938	87,981
Repairs and maintenance	47,999	81,926	169,680
Reimbursements	160,000	77,891	182,957
Board	68,500	59,832	120,056
Delivery, freight and express	49,000	33,642	46,883
Utilities	30,000	25,045	27,593
Insurance	11,000	11,102	10,492
Myrnam expenses	10,000	9,132	9,754
	3,326,883	3,280,052	3,408,748
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES FROM OPERATIONS	33,027	37,419	(128,348)
OTHER INCOME (EXPENSE)			
Temporary Wage Subsidy *(Note 14)*	-	11,847	-
Loss on foreign exchange	-	(1,218)	(4,130)
Deferred allotment	40,000	(26,117)	10,783
	40,000	(15,488)	6,653
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES	$ 73,027	$ 21,931	$ (121,695)

The accompanying notes are an integral part of these financial statements.

NORTHERN LIGHTS LIBRARY SYSTEM
Statement of Changes in Net Assets
For The Year Ended December 31, 2020

	Unrestricted	Invested in tangible capital assets - Internally restricted	2020	2019
NET ASSETS - BEGINNING OF YEAR	$ 2,353,265	$ 1,063,410	**$ 3,416,675**	$ 3,538,370
Excess (deficiency) of revenue over expenses	21,931	-	**21,931**	(121,695)
Amortization of tangible capital assets	112,514	(112,514)	**-**	-
Amortization of deferred contributions - tangible capital assets *(Note 10)*	(47,302)	47,302	**-**	-
Purchase of tangible capital assets	(201,064)	201,064	**-**	-
NET ASSETS - END OF YEAR	$ 2,239,344	$ 1,199,262	**$ 3,438,606**	$ 3,416,675

NORTHERN LIGHTS LIBRARY SYSTEM

Statement of Cash Flows

For The Year Ended December 31, 2020

	2020	2019
OPERATING ACTIVITIES		
Excess (deficiency) of revenue over expenses	$ **21,931**	$ (121,695)
Items not affecting cash:		
Amortization of tangible capital assets	**112,514**	165,961
Amortization of deferred contributions - tangible capital assets *(Note 10)*	**(47,302)**	(56,059)
	87,143	(11,793)
Changes in non-cash working capital:		
Accounts receivable	**1,590**	652
Prepaid expenses	**39,100**	(106,501)
Accounts payable and accrued liabilities	**(14,152)**	18,469
Goods and Services Tax payable	**(10,960)**	8,601
Vacation payable	**(10,812)**	(1,976)
Deferred contributions - allocation	**13,693**	(10,447)
Deferred contributions - other	**17,566**	125,467
	36,025	34,265
	123,168	22,472
INVESTING ACTIVITY		
Purchase of tangible capital assets	**(201,064)**	-
FINANCING ACTIVITIES		
Proceeds from investments	**400,000**	400,000
Purchase of investments	**(700,000)**	(400,000)
	(300,000)	-
INCREASE (DECREASE) IN CASH FLOW	**(377,896)**	22,472
CASH AND CASH EQUIVALENTS - BEGINNING OF YEAR	**2,244,550**	2,222,078
CASH AND CASH EQUIVALENTS - END OF YEAR	$ **1,866,654**	$ 2,244,550
CASH AND CASH EQUIVALENTS CONSISTS OF:		
Cash	$ **692,281**	$ 1,090,591
Cash equivalents	**1,174,373**	1,153,959
	$ **1,866,654**	$ 2,244,550

The accompanying notes are an integral part of these financial statements.

PURPOSE OF THE SYSTEM

Northern Lights Library System (the "Library System") is a government not-for-profit organization that provides services and support to autonomous member libraries to assist them in the provision of comprehensive and efficient library service. The Library System may provide access to library services for residents of supporting municipalities where no library exist.

The Library System was established in 1990. The Library System is exempt from income taxes under section 149(1)(l) of the *Income Tax Act*.

1. **SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

   (a) Basis of presentation

   The financial statements were prepared in accordance with Canadian public sector accounting standards for government not-for-profit organizations.

   (b) Revenue recognition

   Northern Lights Library System follows the deferral method of accounting for contributions.

   Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Endowment contributions are recognized as direct increases in net assets.

   Restricted investment income is recognized as revenue in the year in which the related expenses are incurred. Unrestricted investment income is recognized as revenue when earned.

   Reimbursement revenue is recognized as revenue when the performance has been completed, or the risks and rewards of the ownership of the asset has been transferred and collection is reasonably assured.

   Municipal and library board revenues are based on an approved per capita funding contribution. The funding contribution is approved annually and the population of the various municipalities is provided by the Government of Alberta.

   (c) Cash and cash equivalents

   Cash and cash equivalents include cash and investments that are readily convertible to known amounts of cash and that are subject to an insignificant risk of change in value. These temporary investments have a maturity of three months or less at acquisition and are held for the purpose of meeting short-term cash commitments rather than for investing.

   (d) Investments

   Investments consist of term deposits with maturities of less than twelve months.

(continues)

1. **SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES** *(continued)*

   (e) <u>Tangible capital assets</u>

   Tangible capital assets are stated at cost or less accumulated amortization. Contributed tangible capital assets are recorded at fair value at the date of contribution less accumulated amortization. Tangible capital assets are amortized over their estimated useful lives on a straight-line basis at the following rates and methods:

Buildings	40 years	straight-line method
Parking lots	15 years	straight-line method
Furniture and equipment	5 years	straight-line method
Computer equipment	3 years	straight-line method
Vehicles	3 years	straight-line method

   The Library System regularly reviews its tangible capital assets to eliminate obsolete items.

   Tangible capital assets acquired during the year but not placed into use are not amortized until they are placed into use. No amortization is taken in the year of acquisition.

   (f) <u>Measurement uncertainty</u>

   The preparation of financial statements in conformity with Canadian public sector accounting standards for government not-for-profit organizations requires management to make estimates and assumption that affect the reported amount of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amount of revenues and expenses during the reporting period. Significant areas requiring the use of management's estimates include the useful lives of tangible capital assets and the corresponding rates of amortization, recoverability of accounts receivable, and the amount of accrued liabilities. Such estimates are periodically reviewed and any adjustments necessary are reported in the statement of operations in the period they become known. Actual results could differ from these estimates.

   (continues)

1. **SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES** *(continued)*

   (g) <u>Financial instruments</u>

   Measurement of financial instruments

   The Library System initially measures its financial assets and financial liabilities at fair value adjusted by, in the case of a financial instrument that will not be measured subsequently at fair value, the amount of transaction costs directly attributable to the instruments.

   The Library System subsequently measures all its financial assets and financial liabilities at amortized cost, except for investments in equity instruments that are quoted in an active market, which are measured at fair value. Changes in fair value are recognized in net income.

   Financial assets measured at amortized cost include cash and cash equivalents, investments and accounts receivable.

   Financial liabilities measured at amortized cost include accounts payable and accrued liabilities and vacation payable.

   The Library System has no financial assets measured at fair value.

   Impairment

   Financial assets measured at cost are tested for impairment when there are indicators of impairment. The amount of the write-down is recognized in excess of revenue over expenses. The previously recognized impairment loss may be reversed to the extent of the improvement, directly or by adjusting the allowance account, provided it is no greater than the amount that would have been reported at the date of the reversal had the impairment not been recognized previously. The amount of the reversal is recognized in excess of revenue over expenses.

   Transaction costs

   The Library System recognizes its transaction costs in excess of revenue over expenses in the period incurred. However, the carrying amount of the financial instruments that will not be subsequently measured at fair value is reflected in the transaction costs that are directly attributable to their organization, issuance or assumption.

2. **INVESTMENTS**

	2020	2019
Guaranteed Investment Certificates	**$ 700,000**	$ 400,000

Guaranteed Investment Certificates bear interest at fixed rates ranging from 0.75% to 1.33% per annum maturing between June and September 2021.

3. ACCOUNTS RECEIVABLE

	2020		2019
Trade receivables	$ 17,577	$	20,367
Interest receivable	3,224		1,852
	20,801		22,219
Allowance for doubtful accounts	(240)		(68)
	$ 20,561	$	22,151

4. PROVINCIAL GRANTS

	2020		2019
Operating grant	$ 820,070	$	820,070
Rural services grant	338,506		338,506
Indigenous grant	145,220		32,896
	$ 1,303,796	$	1,191,472

The rural services grant is paid out to the member libraries in the form of transfer payments, described further in Note 6.

5. TANGIBLE CAPITAL ASSETS

Cost	2019 Balance	Additions	Disposals	2020 Balance
Land	$ 50,000	$ -	$ -	$ 50,000
Building	2,894,641	-	-	2,894,641
Parking lot	81,000	-	-	81,000
Furniture & equipment	83,109	-	-	83,109
Computer equipment	233,188	136,801	-	369,989
Vehicles	201,134	64,263	-	265,397
	$ 3,543,072	$ 201,064	$ -	$ 3,744,136

Accumulated Amortization	2019 Balance	Amortization	Accumulated Amortization on Disposals	2020 Balance
Building	$ 803,868	$ 72,366	$ -	$ 876,234
Parking lot	27,000	5,400	-	32,400
Furniture & equipment	56,203	10,650	-	66,853
Computer equipment	229,930	3,258	-	233,188
Vehicles	171,640	20,840	-	192,480
	$ 1,288,641	$ 112,514	$ -	$ 1,401,155

Net book value	2020	2019
Land	$ 50,000	$ 50,000
Building	2,018,407	2,090,773
Parking lot	48,600	54,000
Furniture & equipment	16,256	26,906
Computer equipment	136,801	3,258
Vehicles	72,917	29,494
	$ 2,342,981	$ 2,254,431

Included in computer equipment is work in progress of $136,801 (2019 - $NIL). These amounts are not amortized until the asset is completed and in use.

6. REIMBURSEMENTS

	2020	2019
Sales of office supplies	$ 87,515	$ 146,322
Services and travel reimbursement	9,077	11,543
	$ 96,592	$ 157,865

7. TRANSFER PAYMENTS

The Library System provides payments to certain member entities on the basis of $5.55 per capita (2019 - $5.55). The population of the municipality is based off of the two years prior Municipal Affairs Population List, provided by the Government of Alberta. The population of the 17 municipalities that received transfer payments total 60,092 (2019 - 61,305) with a minimum population of 44 individuals (2019 - 38) and a maximum population of 19,578 individuals (2019 - 20,495).

8. DEFERRED CONTRIBUTIONS - ALLOCATION

The Library System provides each member library with a book purchase allocation. All purchases by the member libraries are applied against their allotment. The annual change in the regular allocation accounts is reflected on the income statement as a change in the deferred contributions allocation.

	Balance, Beginning of Year	Book purchase allocation	Books purchased	Balance, End of Year
Purchase allotment	$ 122,420	$ 372,391	$ (358,698)	$ 136,113

The member libraries have outstanding orders of $1,188 (2019 - $1,617) for books not received as at December 31, 2020. These amounts are reflected in the balance at year end.

9. DEFERRED CONTRIBUTIONS - OTHER

Deferred contributions consists of externally designated funds received by the Library System. The funds are specifically designated for various projects.

	Balance, Beginning of Year	Contributions received	Revenue recognized	Balance, End of Year
Indigenous project grant	$ 271,069	$ 160,064	$ (145,220)	$ 285,913
Myrnam - funds	10,911	8,304	(9,132)	10,083
Member library restricted funds	9,953	8,179	(4,629)	13,503
	$ 291,933	$ 176,547	$ (158,981)	$ 309,499

The member libraries restricted funds are donations and other funding amounts paid to the individual library members by various arm's length entities or individuals. The member libraries are able to spend the funds as they best see fit.

10. DEFERRED CONTRIBUTIONS - TANGIBLE CAPITAL ASSETS

Deferred contributions - tangible capital assets consists of contributed tangible capital assets and restricted contributions with which tangible capital assets were purchased.

	2020	2019
Balance, Beginning of Year	$ **1,191,021**	$ 1,247,080
Less:		
Amortization of deferred contributions - tangible capital assets	**47,302**	56,059
	$ **1,143,719**	$ 1,191,021
Deferred contributions are comprised of the following:		
Building	$ **1,143,719**	$ 1,186,404
Computer equipment	**-**	4,617
	$ **1,143,719**	$ 1,191,021

11. RELATED PARTY TRANSACTIONS

The Library System charges its member entities a levy of $10.46 (2019 - $10.30) per capita in the municipality of the member entity library. If there is a library board in the municipal area, then the municipality and library board share the funding costs on a 50/50 basis. Total funding from the municipal levies in 2020 totaled $1,226,702 (2019 - $1,207,727) and the funding from the library boards levies in 2020 totaled $585,451 (2019 - $576,285). The population of the municipality is based off the previous year's "Municipal Affairs Population List", provided by the Government of Alberta. The population of the 54 municipalities total 173,246 individuals (2019 - 173,205), with a minimum population of 38 individuals (2019 - 38) and a maximum population of 20,495 individuals (2019 - 20,495).

Total other revenue received from related parties in 2020 totaled $64,799 (2019 - $102,499). This was recorded under reimbursement revenue on the Statement of Operations.

Amounts paid to the related parties by the Library System consist of the transfer payments, further described in Note 7.

Amounts owed from related party transactions included in accounts receivable as at December 31, 2020 total $8,811 (2019 - $17,699).

The Library System did not owe any amounts to related parties in either the 2020 or 2019 fiscal years.

The deferred contributions allocation described in Note 8 and the other deferred contributions amount described in Note 9 relate to funds that have been received or allocated for the member entities which no corresponding expenses have been incurred yet.

All of the related party transactions were in the normal course of business and were recorded at the exchange value.

12. FINANCIAL INSTRUMENTS

The Library System is exposed to various risks through its financial instruments and has a comprehensive risk management framework to monitor, evaluate and manage these risks. The following analysis provides information about the Library System's risk exposure and concentration as of December 31, 2020.

(a) Credit risk

Credit risk arises from the potential that a counter party will fail to perform its obligations. The Library System is exposed to credit risk related to the collection of accounts receivable from member entities.

(b) Liquidity risk

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. The Library System is exposed to this risk mainly in respect of its receipt of funds from members.

The Library System mitigates this risk by monitoring cash activities and expected outflows through extensive budgeting and maintaining investments that may be converted to cash in the near-term if unexpected cash outflows arise.

(c) Interest rate risk

Interest rate risk is the risk that the value of a financial instrument might be adversely affected by a change in the interest rates. In seeking to minimize the risks from interest rate fluctuations, the Library System manages exposure through its normal operating and financing activities. The Library System is exposed to interest rate risk primarily through its cash and cash equivalents and short term investments.

Unless otherwise noted, it is management's opinion that the Library System is not exposed to significant market, currency and other price risks arising from these financial instruments.

13. RECONCILIATION OF OPERATING RESULTS TO BUDGET

The Library System compiles a budget on a modified accrual basis. The budget expensed all tangible capital asset purchases rather than including amortization expense. The reconciliation below adjusts excess of revenues over expenses to align with the Library System's budgeting process. It should not be used as a replacement for the Statement of Operations. The Library System budgeted for a $104,973 deficit (2019 - $142,174 deficit).

	2020 Budget	2020 Actual	2019 Actual
Excess (deficiency) of revenues over expenses	$ 73,027	$ 21,931	$ (121,695)
Add:			
Amortization of tangible capital assets	-	112,514	165,961
Deduct:			
Purchase of tangible capital assets	(138,000)	(201,064)	-
Amortization of deferred contributions - tangible capital assets	-	(47,302)	(56,059)
Deferred allotment carryover	(40,000)	26,117	(10,783)
	$ (104,973)	$ (87,804)	$ (22,576)

14. IMPACT OF COVID-19

On March 17, 2020, the Government of Alberta declared a public health emergency in response to the coronavirus disease 2019 ("COVID-19") pandemic. The measures implemented to combat the spread of the virus have had an impact on the Library System; however at this time an estimate of the financial effect is not feasible at this time.

The Library System is closely monitoring the recommendations from public health agenceis and government authorities while implementing its new operational plan to reduce any adverse financial impact and continue operations.

In accordance to the Library System's revenue recognition policy (Note 1), revenue and unrestricted contributions related to COVID-19, including grants, subsidies and donations, are recognized in revenue in the year received or receivable.

For the year ended December 31, 2020, the Library System was eligible under the Government of Canada's Temporary 10% Wage Subsidy program which has been recorded on the Statement of Operations and totaled $11,847.

MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL REPORTING

Management is responsible for the preparation and presentation of the accompanying financial statements, including responsibility for significant accounting judgments and estimates in accordance with Canadian public sector accounting standards for government not-for-profit organizations. The responsibility includes selecting appropriate accounting principles and methods, and making decisions affecting the measurement of transactions in which objective judgment is required.

In discharging its responsibility for the integrity and fairness of the financial statements, management designs and maintains the necessary accounting systems and related internal controls to provide reasonable assurance that transactions are authorized, assets are safeguarded, and financial records are properly maintained to provide reliable information for the preparation of the financial statements.

The elected Board of Directors of the Northern Lights Library System are composed entirely of individuals who are neither management nor employees of the Library System. The Board carries out their responsibility principally through its Audit Committee. The Audit Committee has the responsibility of meeting with management and the external auditors to discuss the internal controls over the financial reporting process, auditing matters, and financial reporting issues. The Audit Committee is also responsible for the appointment of the Library System's external auditors.

Metrix Group LLP, an independent firm of Chartered Professional Accountants, is appointed by the Board of Directors to audit the financial statements and to report directly to them. The external auditors have full and free access to and meet periodically and separately with the internal audit staff, other management staff, and the Audit Committee and management to discuss their audit findings.

James MacDonald, Executive Director   Terri Hampson, Finance Officer

Elk Point, Alberta
February 26, 2021

Northern Lights Library System

Audit Findings Report

For the year ended December 31, 2020

February 26, 2021

METRIX GROUP LLP
CHARTERED PROFESSIONAL
ACCOUNTANTS

The contacts at Metrix Group LLP in connection with this letter are:

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Table of Contents

Executive Summary

We are please to provide you with our audit findings report for the Northern Lights Library System (the "Library System") for the year ended December 31, 2020.

The purpose of this communication is to summarize certain matters arising from the audit that we believe would be of interest to the Executive Board. Additionally, during the course of our audit we identified matters that may be of interest to management.

The objectives of this report are as follows:

1. To communicate clearly with the Executive Board (the "Board") our responsibilities in relation to the financial statement audit and provide an overview of the planned scope and timing of the audit.
2. To obtain from the Board information relevant to the audit.
3. To promote effective two-way communication between the auditor and the Board.

Finalizing the audit

As of February 26, 2021, we have substantially completed the audit of the Library System's financial statements with the exception of:

- Completing our required communication to the Board.
- Completing our subsequent events procedures;
- Obtaining evidence of the Board's approval of the financial statement.
- Obtaining the signed management's representations letter.

Commitment to communication

Clear, two-way communication between the auditor and those charged with governance is an integral part of every audit. After reviewing this letter, please advise us whether there are additional areas of concerns to the Board which we should consider.

Independence

At the core of the provision of external audit services is the concept of independence. Canadian generally accepted auditing standards require us to communicate to the Board, at least annually, all relationships between our Firm and the Library System that—in our professional judgement—may reasonably be thought to bear on our independence. Please refer to Appendix 1 for all relationships considered.

We are not aware of any relationships between the Library System and ourselves that, in our professional judgement, may reasonably be thought to bear on our independence that have occurred from January 1, 2020 to February 26, 2021.

Auditors' responsibilities

It is important for the Board to understand the responsibilities that rest with the Library System and its management, and those that belong to the auditor in relation to the financial statement audit.

Our audit of the Library System's financial statements was performed in accordance with Canadian generally accepted auditing standards. These standards require that we plan and perform the audit to obtain reasonable assurance about whether the statements present fairly, in all material respects, the financial position as at December 31, 2020, results of operations, changes in net assets and cash flows of the Library System in accordance with Canadian public sector accounting standards for government not-for-profit organizations.

Accordingly, we planned and performed our audit to provide reasonable, but not absolute, assurance of detecting fraud and errors that have a material effect on the financial statements taken as a whole, including illegal acts whose consequences have a material effect on the financial statements.

The audit included consideration of internal control relevant to the preparation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of internal control.

Canadian generally accepted auditing standards does not require the auditor to design procedures for the purpose of identifying supplementary matters to communicate to the Library System. Accordingly, our audit would not necessarily identify all such matters that may be of interest to the Board and management and it is inappropriate to conclude that no such matters exist.

Responsibilities of management and those charged with governance

Management is responsible for the preparation of the financial statements in accordance with Canadian public sector accounting standards for government not-for-profit organizations and for such internal control as management determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

Management's representations are integral to the audit evidence we will gather. Prior to the release of our report, we will require management's representations in writing to support the content of our auditors' report.

Those charged with governance are responsible for overseeing the Library System's financial reporting process.

Audit approach

In gathering our audit evidence, we utilized a combined approach to the audit of the Library System. A combined approach is more appropriate when an entity has proper segregation of duties and adequate internal controls. In utilizing a combined approach, we will obtain our assurance from a combination of substantive procedures (analysis of data and obtaining direct evidence as to the validity of the items such as third-party confirmation) and tests of internal controls. By obtaining some of our assurance through tests of controls, we can reduce the substantive procedures that are required.

Materiality

Materiality in an audit is used as a guide for planning the nature and extent of audit procedures and for assessing the sufficiency of audit evidence gathered. It is also used in evaluating the misstatements found and determining the appropriate audit opinion to express.

A misstatement, or the aggregate of all misstatements in the financial statements, is considered to be material if, in the light of surrounding circumstances, it is probable that the decision of a person who is relying on the financial statements, and who has a reasonable knowledge of business and economic activities (the user), would be changed or influenced by such misstatement or the aggregate of all misstatements. The materiality decision ultimately is based on the auditors' professional judgement.

Materiality (continued)

The auditors' determination of materiality is a matter of professional judgement and is affected by the auditors' perception of the financial information needs of users of the financial statements. In planning our audit, we have concluded that a materiality level of 3% of expenses ($90,000) is appropriate. However, we anticipate that management will record any adjustments that we propose that are of a non-trivial nature.

Audit Results

Audit risks, our response and findings

Area of focus	Audit risk, our response and findings
Cash and cash equivalents	*Risk* - Due to the nature of cash, it is subject to a higher level of procedures due to the risk of fraud. - Cash represents a significant balance of the Library System's assets. *Our response* - We have confirmed directly with Alberta Treasury Branch the Library System's bank balances; as part of our procedures performed over bank reconciliations; - We have assessed cash equivalent financial instruments for appropriate classification; and - We have tested significant reconciling items recorded in the bank reconciliation. No **Significant findings** have been identified.
Investments	*Risk* - Investments have not been accurately accounted for or do not exist; - Investments represent a significant balance of the Library System's assets. *Our response* - We have confirmed directly with Alberta Treasury Branch the Library System's investment balances; and - We have recalculated the Library System's accrued interest. No **Significant findings** have been identified.

Audit risks, our response and findings (continued)

Area of focus	Audit risk, our response and findings
Tangible Capital Assets ("TCA")	*Risk* - TCA has been purchased by the Library System and has not been appropriately accounted for. - TCA valuation is complex due to risks of impairment and the use of management estimates. - TCA represent a significant balance of the Library System's assets. *Our response* - We have inquired with management regarding the existence of any impairment indicators identified in the year; - We have reviewed and inspected repairs and maintenance expenses for the purposes of identifying any assets capital in nature; - We have calculated amortization expense; and - We have tested significant additions and disposals recorded in the year. No **Significant findings** have been identified.
Deferred contributions (TCA, Allocation and other)	*Risk* - Compliance with funding agreement(s) and donation restrictions with respect to revenue recognition and performance obligations. *Our response* - We have reviewed funding agreement(s) and donation letters to identify agreements/letters with performance obligations; - We have tested the mathematical accuracy of the deferred contribution continuity schedule; and - We have matched expenses, and supporting documentation, to revenue recorded to assess if the performance obligations have been met. No **Significant findings** have been identified.

Audit risks, our response and findings (continued)

Area of focus	Audit risk, our response and findings
Municipal levies	*Risk* - Municipal levies are calculated incorrectly. - Municipal levies represent a significant balance of the Library System's revenues. *Our response* - We agreed the municipality populations to the Municipal Affairs population listing; - We agreed the levy rate to the approved levy rate in the Executive Board meeting minutes; and - We re-calculated the municipality levy amount. No **Significant findings** have been identified.
Library board levies	*Risk* - Library board levies may be calculated incorrectly. - Library board levies represent a significant balance of the Library System's revenues. *Our response* - We agreed the municipality populations where the Library board is located to the Municipal Affairs population listing; - We agreed the levy rate to the approved levy rate in the Executive Board meeting minutes; and - We re-calculated the library board levy amount. No **Significant findings** have been identified.

Audit risks, our response and findings (continued)

Area of focus	Audit risk, our response and findings
Operating Expenses (including salaries, wages and benefits)	*Risk* - Expenses have not been recorded in the correct fiscal year. - Inherent fraud risk relating to expenses, including salaries, wages and benefits. *Our response* - We have updated our understanding over the processes and controls for expenses; - We have agreed significant expenses, along with a sample of non-significant expenses to supporting documentation; - We have performed a search for unrecorded liabilities; and - We have performed substantive analytical procedures to assess the reasonableness of expenses, including salaries, wages and benefits. No **Significant findings** have been identified.

Significant findings

Our objective is to communicate appropriately to the Board any deficiencies in internal control that we have identified during the audit and that, in our professional judgement, are of sufficient importance to merit being reported to those charged with governance.

The audit findings contained in this report did not have a material effect on the Library System's financial statements, and as such, our audit report is without reservation with respect to these matters.

Our audit procedures were performed to form an opinion on the financial statements and, although they might bring possible fraudulent or illegal activities to our attention, our audit procedures were not designed to detect fraudulent or illegal activities.

Significant Deficiencies in Internal Controls

Our audit procedures did not reveal any significant deficiencies in internal controls.

Significant Qualitative Aspects of Accounting Practices

Management is responsible for determining the significant accounting policies. The choice of different accounting policy alternatives can have a significant effect on the financial position and results of the Library System. The application of those policies often involved significant estimates and judgements by management.

We are of the opinion that the significant accounting policies, estimates and judgements, and financial disclosures made by management do not materially misstate the financial statements taken as a whole.

Significant Difficulties Encountered During the Audit

We encountered no significant difficulties during our audit that should be brought to the attention of the Board.

Management Representations

Management's representations are integral to the audit evidence we will gather. Prior to the release of our report, we will require management's representations in writing to support the content of our report.

Uncorrected misstatements

The total unrecorded misstatements noted during the audit amounted to a $3,693 overstatement of the Library System's excess of revenues over expenses for the year ended December 31, 2020.

Amount of over (under) misstatement				
Description	Assets	Liabilities	Excess of Revenue over Expenses	Net Assets
To record the difference in actual and expected payroll	$ -	$ (3,693)	$ 3,693	$ 3,693
Total unrecorded misstatements	**$ -**	**$ (3,693)**	**$ 3,693**	**$ 3,693**

After considering both quantitative and qualitative factors with respect to the uncorrected misstatements accumulated during the audit, we agree with management that the financial statements are not materially misstated.

Appendix 1 - Auditor Independence

We have been engaged to audit the financial statement of the Library System for the year ending December 31, 2020.

We believe that it is important that we communicate at least annually with you regarding all relationships between the Library System and our firm that, in our professional judgement, may reasonably be thought to bear on our independence.

In determining which relationships to report, these standards require us to consider relevant rules and related interpretations prescribed by the Chartered Professional Accountants of Alberta and applicable legislation, covering such matters as:

(a) Holding a financial interest, either directly or indirectly, in a client;

(b) Holding a position, either directly or indirectly, that gives the right or responsibility to exert significant influence over the financial or accounting policies of a client

(c) Personal or business relationships of immediate family, close relatives, partners or retired partners, either directly or indirectly, with a client;

(d) Economic dependence on a client; and

(e) Provision of services in addition to the audit engagement.

We are not aware of any relationships between the Library System and ourselves that, in our professional judgement, may reasonably be thought to bear on our independence that have occurred from January 1, 2020 to February 26, 2021.

Appendix 2 – Management Representation Letter

February 26, 2021

Metrix Group LLP
12840 St. Albert Trail
Edmonton Alberta T5L 4H6

Dear Sir:

Re: Management representations letter

This representation letter is provided in connection with your audit of the financial statements of Northern Lights Library System for the year ended December 31, 2020, for the purpose of you expressing an opinion as to whether the financial statements are presented fairly, in all material respects, in accordance with Canadian public sector accounting standards for government not-for-profit organizations.

In making the representations outlined below, we took the time necessary to appropriately inform ourselves on the subject matter through inquiries of entity personnel with relevant knowledge and experience, and, where appropriate, by inspecting supporting documentation.

We confirm that (to the best of our knowledge and belief):

1. **Financial Statements**

   We have fulfilled our responsibilities, as set out in the terms of the audit engagement dated December 14, 2020 for:

   - Preparing and fairly presenting the financial statements in accordance with Canadian public sector accounting standards for government not-for-profit organizations;
   - Providing you with:
     – Access to all information of which we are aware that is relevant to the preparation of the financial statements, such as:
       A. Accounting records, supporting data and other relevant documentation,
       B. Minutes of meetings (such as shareholders, board of directors and audit committees) or summaries of actions taken for which minutes have not yet been prepared, and
       C. Information on any other matters, of which we are aware, that is relevant to the preparation of the financial statements;
     – Additional information that you have requested from us for the purpose of the audit; and
     – Unrestricted access to persons within the entity from whom you determine it necessary to obtain audit evidence.
   - Ensuring that all transactions have been recorded in the accounting records and are reflected in the financial statements; and
   - Designing and implementing such internal control as we determined is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. We have also communicated to you any deficiencies in the design and implementation or the maintenance of internal control over financial reporting of which management is aware.

2. **Fraud and Non Compliance**

   We have disclosed to you:

   a. All of our knowledge in relation to actual, alleged or suspected fraud affecting the entity's financial statements involving:

2. **Fraud and Non Compliance** *(continued)*

    i. Management;

    ii. Employees who have significant roles in internal control; or

    iii. Others where the fraud could have a material effect on the financial statements;

    b. All of our knowledge in relation to allegations of fraud or suspected fraud communicated by employees, former employees, analysts, regulators or others;

    c. All known instances of non-compliance or suspected non-compliance with laws and regulations, including all aspects of contractual agreements that should be considered when preparing the financial statements;

    d. All known, actual, or possible litigation and claims that should be considered when preparing the financial statements; and

    e. The results of our risk assessments regarding possible fraud or error in the financial statements.

3. **Related Parties**

We have disclosed to you the identity of all of the Library System's related-party relationships and transactions of which we are aware. This includes sales, purchases, loans, transfers of assets, liabilities and services, leasing agreements, guarantees, non-monetary transactions, and transactions for no consideration for the period ended as well as related balances due to or from such parties at the period end.

All related-party relationships and transactions have been appropriately accounted for and disclosed in accordance with the requirements of Canadian public sector accounting standards for government not-for-profit organizations.

4. **Estimates**

We acknowledge our responsibility for determining the accounting estimates required for the preparation of the financial statements in accordance with Canadian public sector accounting standards for government not-for-profit organizations. Those estimates reflect our judgment based on our knowledge and experience of past and current events, and on our assumptions about conditions we expect to exist and courses of action we expect to take. We confirm the methods, the data, and the significant assumptions used in making accounting estimates (including the useful lives of tangible capital assets and the corresponding rates of amortization, recoverability of accounts receivable, and the amount of accrued liabilities) and their related disclosures are appropriate to achieve recognition, measurement or disclosure that is reasonable in the context of Canadian public sector accounting standards for government not-for-profit organizations.

5. **Subsequent Events**

All events subsequent to the date of the financial statements and for which Canadian public sector accounting standards for government not-for-profit organizations requires adjustment or disclosure have been adjusted or disclosed

6. **Commitments and Contingencies**

There are no commitments, contingent liabilities/assets or guarantees (written or oral) that should be disclosed in the financial statements. This includes liabilities arising from contract terms, illegal acts or possible illegal acts, and environmental matters that would have an impact on the financial statements.

7. **Adjustments**

We have reviewed, approved and recorded all of your proposed adjustments to our accounting records. This includes journal entries, changes to account coding, classification of certain transactions and preparation of, or changes to, certain accounting records.

8. **Misstatements**

The effects of uncorrected misstatements are immaterial, individually and in aggregate, to the financial statements as a whole. A list of the uncorrected misstatements, including the reasons why they were not corrected, is attached to this letter.

9. **Accounting policies**

All significant accounting policies are disclosed in the financial statements and are consistent with those used in the previous period.

10. **Contractual compliance**

10. **Contractual compliance** *(continued)*

We have complied with the terms and conditions of all contractual agreements that could have a material effect, in the event of non-compliance, on the financial statements.

11. **Direct liabilities**

We have recorded in the accounts all known liabilities of our Library System as at December 31, 2020 except for trivial amounts.

12. **Future plans**

We have no plans or intentions that may materially affect the carrying value or classification of assets and liabilities reflected in the financial statements.

13. **Liabilities and contingencies**

All liabilities and contingencies, including those associated with guarantees, whether written or oral, have been disclosed to you and are appropriately reflected in the financial statements.

14. **None of the members were in debt to the Library System**

None of the directors were in debt to the Library System, other than in the ordinary course of business at the period-end or at any time during the period.

15. **Carrying value**

We have no plans or intentions that may materially affect the carrying value or classification of assets and liabilities reflected in the financial statements.

16. **Litigation**

We have informed you of all outstanding and possible claims, whether or not they have benn discussed with legal counsel.

17. **Contractural agreements**

We have disclosed to you, and the Library System has complied with, all aspects of contractual agreements that would have a material effect on the financial statements in the event of non-compliance, including all covenants, conditions or other requirements of all outstanding debt.

18. **Unrecorded assets**

There are no material unrecorded assets or contingent assets (such as claims relating to patent infringements or unfulfilled contracts whose value depends on satisfying conditions regarded as uncertain), that have not been disclosed to you.

Acknowledged and agreed on behalf of Northern Lights Library System by:

_____
James MacDonald, Executive Director

_____February 26, 2021_____
Date signed

_____
Terri Hampson, Finance Officer

_____February 26, 2021_____
Date signed

Appendix 3 – Asset Retirement Obligations

PS 3280 – Asset Retirement Obligation

In August 2018, the Public Sector Accounting Board issued the new *PS 3280 Asset Retirement Obligations* accounting standard. This accounting standard requires a liability be recognized for *legally-enforceable* asset retirement obligations. This standard comes into effect for fiscal years on or after April 1, 2022. For the Library System, this will come into apply to the year-ended December 31, 2023, unless early adoption is elected.

What is an asset retirement obligation?

An asset retirement obligation ("ARO") is defined as a legal obligation associated with the retirement of a tangible capital asset. Costs that are associated with asset retirement activities may include, but is not limited to:

- Decommissioning a tangible capital asset ("TCA") that has been acquired, constructed or developed;
- Remediation of contamination of a TCA created by its normal use;
- Post retirement activities such as monitoring costs; and
- Constructing other TCA to perform post-retirement activities.

How will this affect local governments?

The level of effort required to implement this standard will be significantly greater than *PS 3260 Contaminated Sites*. This standard requires the Library System to assess for all legally-enforceable liabilities. This will require a comprehensive evaluation of all assets, including active and in-active assets and sites. PS 3280 specifically **includes** asbestos removal as an in-scope ARO. The availability of the information may present a considerable challenge as the Library System will not have ready data to inform a reliable measurement of the ARO.

PS 3270 Solid waste landfill closure and post-closure liabilities will be withdrawn and with liabilities accounted for under PS 3280. Active landfill sites will be the most impacted by the change in accounting standards.

Preparation

The Library System will need to be able to demonstrate the completeness of the ARO evaluation performed as part of the audit process. They will also need to have sufficient appropriate information in order to calculate the liability (e.g. estimates of what it would cost to remediate). Much of the information required may not be known or readably available to the finance department. This process will require a collaborative effort including public works, engineering, and legal counsel where appropriate.

A wide variety of assets will require consideration in the scoping exercised performed. As part of the evaluation performed, the assets that may result in an ARO include, but is not limited to:

- Buildings with asbestos;
- Wastewater / sewage treatment plants;
- Linear assets; and
- Landfills.

Moving forward

To ensure the accounting standard is implemented with minimal difficulties, we recommend that the Library System begin planning for PS 3280 as soon as possible. This scoping of assets may be a complex procedure requiring numerous parties spanning over months (potentially years). The measurement of the liability may require the use of third-party experts in order to obtain an accurate measurement of the liability. Budgeting for potential costs will provide the Library System with greater transparency what is to come ahead and avoid costly unplanned expenditures.

Library System - Survey

System Board

	Name of System Board	Date Approved by Board
	Northern Lights Library System	

Phone & Address

Phone and address for the library system's headquarters.

	Phone	Street and No.	P.O. Box	City/Town	Province	Postal Code
	780-724-2596	5615-48 St.	Bag 8	Elk Point	Alberta	T0A 1A0

Contact

 Name and contact information for the person filling out the Survey and Annual Report on behalf of the library board.

	Name	Phone	Email
Respondent	James MacDonald	780-724-2596	jmacdonald@nlls.ab.ca

Board Members

Please upload a list of current board members. The list must include contact information and board term expiry dates to indicate if they are serving a term of 1, 2 or 3 years. Also, indicate who the current chairperson is.

To upload a document:

Click on **Browse. A window will appear that will allow you to choose the document you wish to upload. Select the document (PDF, Excel or Word) and click Open. The name of the document will appear to right of the Browse button. Click Upload to attach the document to LibPAS. The document should now be listed in the dropdown menu to the left of the Browse button when you click on the dropdown menu.**

To Delete or Download the document, click on the dropdown menu to the left of the Browse button. Select the document and click Delete or Download as necessary.

	Board Members
	Board Appointment Terms 2020.xlsx

Board and Executive Committee Meetings
Please give the dates of board meetings held during the reporting year. Use month/day format, e.g. Jan 31, Mar 16, etc.

Please give the dates of executive committee meetings held during the reporting year. Use month/day format, e.g. Jan 31, Mar 16, etc.

(As per section 33 of the Libraries Act)

	Dates of meetings
Dates of board meetings	Feb 29, May 23, Aug 21, Nov 20
Dates of executive committee meetings	Feb 14, 29, Mar 14, 30, Apr 29, May 3, July 2, Aug 19, 21, 31, Sept 21, Nov 9, 30

System Membership
Please report on the following for the reporting year (as of December 31).

	Municipalities	Library boards	Service points
Participating	54	38	2

Schools
Please report on the following for the reporting year.

	Member school authorities	School libraries obtaining services as members of the system	School libraries obtaining services under contract
	0	0	0

System Book Deposits

	Book Deposits
	0

Personnel

This is the beginning of the Annual Report.

Paid

Please report all paid staff (including all full-time, part-time, regular, temporary, casual, student and custodial staff), regardless of the source of the salary.

All positions should be expressed in terms of number of staff and total number of hours worked in the reporting year. LibPAS will calculate full-time equivalents (FTE) in terms of a 35 hour work week, which is 1820 hours for the year. For example, one full-time, one part-time, and one temporary employee work a total of 3120 person hours in the year in the category "Library Technician". LibPAS will divide the 3120 hours by 1820, therefore the full-time equivalent for the 3 employees is: 3120 divided by 1820 = 1.7 FTE.

	Number of employees	Total hours (per year)	Total FTE
MLIS or equivalent	7	9,266.00	5.09
Other university degree	1	384.00	0.21
Library technician	2	3,640.00	2.00
Computer/network technician	2	3,640.00	2.00
Other tech/college diploma	1	1,820.00	1.00
Other	11	15,325.00	8.42

Unpaid

Please report all unpaid individuals who did work at the library system for the reporting year (e.g. practicum students, work experience placements and volunteers)

	Total number of individuals	Total hours (per year)
	24	34,075

Acquisitions and Technical Services

Physical Items

Report the number of physical items for each field below. Include items for school libraries, if applicable (even if they are suppressed in the system's catalogue). Do not include virtual items in this section.

	Items ordered	Items added
	18,843	25,278

Book/Materials Allotment

	Annual per capita allotment	Comments (please provide details about how the allotment is determined and used)
	$2.15	2.15 from each of the Municipal and Library Board total levy's is taken and put in Book allotment.

System Collections and Resources
Collections and materials that are housed at, and loaned from, the library system's headquarters.

Print Items
Include all books (in all categories) and periodicals in print format. Include both catalogued and uncatalogued print items.

	Print volumes	Periodicals (number of issues)	Total print
	13,065	149	13,214

Non-Print Items
A non-print item is a physical unit of material distinguished from other single units by a separate binding, encasement or other clear distinction. Provide a count of each physical unit for a non-print item by category.

	Audiobooks	Music	Video	Software	Kits	Objects	Other	Total non-print
	979	4	1,626	3	209	0	61	2,882

Virtual Items
Include holdings available in virtual resources or via services to which your system subscribes. Include resources acquired with funds contributed by member library boards for the purchase of virtual items (e.g. eBooks). Please do not include holdings for PressReader, Read Alberta EBooks Collection and RBDigital Audiobooks in your counts.

	eBooks	Periodicals (number of issues)	Audiobooks	Music	Video	Games	Databases	Other	Total virtual
	1,458	5,694	0	0	0	0	24	0	7,176

Totals

	Total physical collection	Total virtual collection	Total collections
	16,096	7,176	23,272

System Circulation

Physical Circulation

Circulation of physical items from the system's collection of blocks and/or kits to libraries for the reporting year. Do not include individual items sent to member libraries for checkout to patrons (those are considered interlibrary loans and recorded in a subsequent section). If any items (books, etc.) from the system's collection are checked out directly to a patron record those circulations in "other".

	Blocks	Kits	Other	Total physical circulation
		95		95

Virtual Circulation

This section uses 'repeating rows' - which allows respondents to enter in an unlimited number of data lines. When the mouse cursor is placed in the 'name of resource' field, a new row will automatically be created below, enabling an unlimited amount of entries. Rows (except for the bottom one) can be deleted by clicking the red X to the right of the row.

List all virtual resources licensed by the library system (including those brokered by TAL) and Public Library Services Branch (Pronunciator, PressReader, RBDigital Audiobooks and Magazines, Read Alberta Ebooks Collection), as well as the appropriate corresponding circulation metric, e.g. number of views, uses or circulations for the reporting year.

Summary	21	15
	Name of resource	Metric - use/view/circulation
	Overdrive	739171
	3M Cloud Library	64006
	Press Reader	50194
	RBDigital Reference Center	35053

System Cardholders

Report the number of system cardholders as of December 31. This includes both resident and non-resident library cards of all types (including family cards) issued by the library system. If your library system does not issue cards, check "Not Applicable."

Note: If your library system offers family cards and provides only one card/one patron account per family (which is shared among all family members), multiply the number of family cards by 3.1. If all members of a family receive their own card and have their own patron record, do not multiply by 3.1

	Total System Cardholders
	85

ILL Delivery

Please count weekly measures during October or November to ensure consistency across the province. Only include library materials being loaned or returned.

Van Run

	Delivery stops per month	Delivery stops per year	Mileage per week	Mileage per year	Delivery vehicles
	222	2,664	5,013	[1]250,650	3

Van Run - Volume

Number of items moved (sent and received) by system van run. Please count individual items for one week (actual count).

	Items per week	Items per year
	11,107	[2]555,350

Government Courier - Volume

Number of items moved (sent and received) by government courier. Please count individual items for one week (actual count).

	Items per week	Items per year
	5,748	287,400

Mail - Volume

Number of items mailed from system headquarters. Please count individual items for one week (actual count).

	Items per week	Items per year
	94	[3]4,700

Other Delivery Methods

List other delivery methods paid for by the system, e.g. private courier.

	Other Delivery Methods
	None to report

Resource Sharing

Interlibrary loan is the loan of a library item or items from the collection at system headquarters to another library, or the supply of a substitute for the requested item, e.g. a photocopy.

	Number of items borrowed	Number of items lent
Within system	5,632	5,988
Within Alberta (but outside of your system)	2	837
Outside of Alberta		
Total	5,634	6,825

Continuing Education

Training Events

Member library board and staff training events, including conferences, workshops and other group training, held or coordinated by the library system.

	Total number of training events held	Total combined attendance
	8	84

Municipal Councils

Count the number of presentations made to member and non-member municipal councils.

	Visits to Municipal Councils
	[4]0

Consulting Services and Meetings

Consulting

Consulting services provided by public library consultants. Do not include network/IT consulting visits - they will be recorded in a subsequent section. Please use your discretion to determine what constitutes a consulting session and put the criteria that you used in the notes field.

	Libraries visited	Consulting visits (on-site)	Consulting sessions (remote)	Consulting session count method	Interactions directly with patrons
	5	5	[5]984	Actual count	n.a.

Meetings

	Number of library manager meetings
	2

Library Programs

	Programs sponsored in member libraries	Program attendance	Outreach events held or attended
	1	0	0

Technology and Network Support

IT and Network Consulting

Please use your discretion to determine what constitutes an IT consulting session and put the criteria that you used in the notes field.

	Libraries visited	IT consulting visits (on-site)	IT consulting sessions (remote)	IT consulting session count method	Helpdesk tickets (resolved)
	9	9	1,048	Actual count	891

Virtual Visits

	Total visits to system website	Total visits to system catalogue	Total virtual visits
	[6]170,772		170,772

Comments and Accomplishments
Please summarize the major achievements for your library system during the reporting year, and/or provide additional information about your library system, or any aspect of library service in the province. **You may use either the free text box or upload a file**.

To upload a document:
Click on **Browse. A window will appear that will allow you to choose the document you wish to upload. Select the document (PDF, Excel or Word) and click Open. The name of the document will appear to right of the Browse button. Click Upload to attach the document to LibPAS. The document should now be listed in the dropdown menu to the left of the Browse button when you click on the dropdown menu.**

To Delete or Download the document, click on the dropdown menu to the left of the Browse button. Select the document and click Delete or Download as necessary.

	Free text	File upload
	151% growth usage of Niche Academy; Upgraded System and Library Website; Increased social media presence; Implemented a 3rd van route; Started projects in 2020 in IT dept, Server upgrade, Supernet upgrade (alongside PLSB), phone upgrade projects; New 3D printer; Weeded and improved the System Collection; Transitioned Floating Collection into Blocks managed by the system; Increased training and communication bi-monthly with Librarians; Completed Board Member training; Collaborated with YRL and Peace system to present the Inclusify virtual webinar series	

[1], This calculation should be based on 40 weeks, due to covid restrictions and not running van route for 12 weeks during the year(*0-2021-02-02*)

[2], This calculation should be based on 40 weeks, due to covid restrictions and not running van route for 12 weeks during the year(*0-2021-02-02*)

[3], This calculation should be based on 40 weeks, due to covid restrictions and not running van route for 12 weeks during the year(*0-2021-01-15*)

[4], Due to COVID restrictions, no virtual either(*0-2021-01-13*)

[5], helpdesk tickets with some including remote(*0-2021-01-15*)

[6], System website visits are down, e-resource page is now on individual library page not just NLLS(*0-2021-01-15*)

2021 Public Library Survey and 2020 Annual Report

Approval

The public library survey and annual report must be approved by the library board before it is submitted to Alberta Municipal Affairs. This is a required field.

	Date approved by library board

2021 Alberta Public Library Survey

For the Alberta Public Library Survey section (up to but not including the "Library Board - Governance section"), please report CURRENT YEAR (2021) information.

Directory

This information is used in the Alberta Public Library Directory, which is produced by the Public Library Services Branch and is available at https://www.alberta.ca/alberta-public-library-directory.aspx.

	Name of library board	Name of library (or libraries)
	Northern Lights Library Board	Myrnam Community Library

Phone, Fax, Email, Website

	Library phone	Library fax	Library email	Library website
	780-366-3801	(780) 366-2332	librarian@myrnamlibrary.ab.ca	www.myrnamlibrary.ab.ca

Address

	Address - Street and No.	P.O. Box	City/town, etc.	Province	Postal code
	5105-50Street	Box 160	Myrnam	Alberta	T0B 3K0

Contacts

	Name	Email	Phone	Alternate phone
Library Manager	D'Arcy Evans	librarian@myrnamlibrary.ab.ca	780-366-3801	
Respondent (if different than above)	Vicky Zhang	vzhang@nlls.ab.ca	780-724-2596	

Library Management - Board Members

Please provide full names, addresses, phone numbers and email addresses for **CURRENT** board members (i.e. members at the time of filling in this report). Indicate the chairperson (it is not necessary to provide positions for other than chairperson). As well, indicate any board member who is also on the local municipal council. Give the term expiry date (year/month/day) for each board member. **Library board term expiry dates (year/month/day) MUST be provided for ALL board members, including those board members who are also councillors.** Note: While names of board members are public information, addresses, phone numbers and email addresses are for the use of the Public Library Services Branch only and are not made available to the public.

Library Board Term - this is the length of time an individual has been appointed by municipal council to sit on the library board (up to three years). This does not refer to an individual's length of time in a position on the board, e.g. chair, secretary.

The Libraries Act requires ALL library board members to be APPOINTED BY MUNICIPAL COUNCIL (Part 1, Section 4). When the municipal council appoints members to the library board there should be written documentation regarding the term of appointment. If there is uncertainty about board member term expiration dates, contact the municipal administrator. If there is no record of library board appointments, please contact Public Library Services Branch.

	Name	Address	Phone	Email	Library board term expiry (year/month/day)	Councillor
Chairperson	Library Board is the same as NLLS					
Board Member 1						
Board Member 2						
Board Member 3						
Board Member 4						
Board Member 5						
Board Member 6						
Board Member 7						
Board Member 8						
Board Member 9						

2020 Annual Report

The following sections make up the annual report portion of the form. Please fill in the data for the reporting year (2020).

Library Management - Governance

	Library board email (e.g. libraryboard@abclibrary.ca)	Board meetings held in 2020 (e.g. Jan 28, Feb 13)	Board volunteer hours	Building ownership
	n.a.	N/A	0	School Board

Library Hours

Hours Open Per Year

Report the total number of hours the library was open for the reporting year. Include hours during the pandemic closure periods (March 17 to June 12 and December 13 to December 31) when services such as curbside pickup or remote reference was still available to library users.

	Total hours open for reporting year
	894

Summary of Pandemic Impact

Provide a summary of how the COVID-19 pandemic affected the library's hours of opening for the reporting year. For example, elaborate on how long was the library closed for, if hours were reduced when you reopened, if you have not reopened, etc. To report on other ways the pandemic affected public library service delivery, please use the comments field at the end of the annual report.

	Summary of impact of pandemic on hours
	The number of people using the library dropped quite significantly when students were not attending school. the non-student patrons dropped a small amount.

Personnel
Paid and unpaid staff that worked in the library during the reporting period.

Staff
Report qualifications and the number of all paid staff (full and part time) who worked at the library whether they were paid directly by the board or paid through the municipality. Report total number of employees (i.e., "live bodies") and the total hours worked in the reporting year (paid leaves as per a collective agreement can be included). You may need to get this figure from the individual or agency that does your staff payroll.

NOTE FOR 2020: If staff were laid off and re-hired, they are counted as two separate "bodies," therefore they should be counted twice. This will mean that the number of employees will likely increase from last year, while the total hours per year will decrease.

Do not include individuals who provided service through a contract, such as custodial staff or bookkeeping.

	# Employees	Total Hours/Yr
MLIS or equivalent	0	0.00
Other university degree	0	0.00
Library technician	0	0.00
Library operations certificate	0	0.00
Other tech/college diploma	1	0.00
Other	0	0.00
Total staff	1	0.00

Volunteers
Report the number of volunteers that assisted with library activities, and the total number of volunteer hours for the reporting year.

If a board member volunteered at the library to provide programming, fundraising, outreach or operations (e.g. shelving books), record those hours here. Do not include volunteer hours contributed by board members on library business (e.g. board meetings, committee meetings, etc.). Record those hours in the Alberta Public Library Survey section: Library Management - General > Board volunteer hours.

Friends of the Library groups are separate fundraising societies and are therefore counted separately from volunteers.

	# Volunteers	Volunteer Hours/Yr
Library Operations	0	0.00
Library Programming	0	0.00
Fundraising (aside from a Friends group)	0	0.00
Outreach	0	0.00
Total Volunteers	0	0.00
Friends of the Library	0	0.00

Collections/Resources

Collection Management

	Acquired	Withdrawn
Print items	334	0
Non-print items	20	0
Total	354	0

Print Items

In this section, include all materials/books (in all categories) in print format. Include both catalogued and uncatalogued print materials/books. Do not include audiobooks, Ebooks or MP3 books. They will be recorded in subsequent categories.

	Print Volumes	Periodicals (number of issues)	Total Print
	7,236	0	7,236

Non-Print Items

Provide a count of each physical unit for a non-print item by category. DEFINITION: A physical unit of library material distinguished from other single units by a separate binding, encasement or other clear distinction.

	Audiobooks	Music	Video	Software/videogames	Kits	Objects	Other	Total non-print
	7	0	320	0	15	0	1	343

Virtual Items (Licensed by the board)

If the library board licenses any virtual resources such as eBooks, MP3 audiobooks, online magazine subscriptions, movies or games, include those items in this section. Count only items licensed by your board. If you are a node library, include licenses brokered by The Alberta Library (TAL).

Do **not** count databases licensed by your library system or the Public Library Services Branch (PLSB) in this section.

	eBooks	Periodicals	Audiobooks	Music	Video	Games	Databases	Other	Total licensed virtual items
	1,458	5,693	0	0	0	0	24	0	7,175

Library Board Contributions

If the library board contributed money to your library system for licensing virtual materials (e.g. eBooks, virtual magazine subscriptions, etc.), during the reporting year, please indicate the dollar amount contributed. The items that have been licensed on behalf of your board will be counted in the annual report completed by your library system.

	Contribution
	$0.00

Totals

	Total physical collection	Total licensed virtual collection	Total collections
	7,579	7,175	14,754

Circulation

Direct Circulations

Report number of items circulated directly to library users during the reporting year. Include all items that were signed out for use, whether the use was inside or outside the library. Do not include interlibrary loans loaned to other libraries.

	Adult print	Young adult print	Juvenile print	Adult non-print	Young adult non-print	Juvenile non-print
	651	217	1,488	210	0	53

Direct Circulations, continued...

	Non-catalogued	Periodicals	Virtual	Total direct circulation	Bulk loans (not reported above)	Total circulation
	0	0	432	3,051	0	3,051

Interlibrary Loan

Interlibrary loan is the loan of a library item (or items) from the collection of one library to another library in order to fill a request for a patron. Providing a substitute for the requested item (e.g. a photocopy) is also considered to be an interlibrary loan.

	ILL borrowed within Alberta	ILL lent within Alberta
Within Alberta (including within library system)	1,676	712
Outside of Alberta, but within Canada	0	0
Outside of Canada	0	0
Total	1,676	712

Information Services & Use

Reference transactions, examination services, library visits (in person and virtual) and in-house use of materials.

Reference Transactions

Using either an estimate or an actual count, report the number of reference transactions during the reporting year.

A reference transaction is an encounter between a library user and a member of the library staff which involves an attempt to supply factual or bibliographic information requiring knowledge, use, recommendation or interpretation of an information source or bibliographic tool. It includes informal technology training sessions, such as how to use email, demonstrating a URL or how to print a document. It does NOT include directional or administrative questions, such as "Where is the washroom?" or "When does the library close?"

Estimate

If reference transactions were counted for a one week period to provide an estimate for the reporting year, please report:

1. The number of transactions recorded for the count week
2. The total number of weeks that reference service was available to library users during the reporting year, up to a maximum of 50 weeks

If the physical library was closed due to the pandemic but reference services were still available to library users, please include those weeks in the count (in addition to the weeks that the physical library was open to the public).

	# of reference transactions during count week	# of weeks reference service was available	Estimate of reference transactions
	3	9	27

Actual Count

Only complete this field if reference transactions were recorded as an actual count throughout the reporting year.

	Total reference transactions (actual count)

Examination Services

If examination services were provided at the library (e.g., proctoring/invigilating, or exam administration), please report the number of exams held at the library during the reporting year. If examination services are not provided at the library, please select "Not applicable".

	Total number of exams
	3

In Person Visits

Using either an estimate or an actual count, report the number of visits to the library, including each time an individual re-entered the library. If applicable, also include visits to smartlockers and visits for curbside/hold pick ups.

Estimate

If in person visits were counted for a one week period to provide an estimate for the reporting year, please report:

1. The number of in person visits recorded for the count week

2. The total number of weeks that library users were able to visit the library and receive service, up to a maximum of 50 weeks

If the physical library was closed due to the pandemic but library users could access curbside/hold pick up, please include those weeks in the count (in addition to the weeks that the physical library was open to the public).

	# of library visits during count week	# of weeks the library provided in person service	Estimate of in person visits
	10	9	90

Actual Count

Only complete this field if in person visits to the library were recorded as an actual count throughout the year.

	Total in person visits (actual count)

Virtual Visits

Report the number visits to the library's website. If you do not have a library website or an online catalogue, select "Not applicable".

	Visits to library website
	377

In Library Material Use

Using either an estimate or an actual count, report the number of physical materials used in the library but not circulated during the reporting year.

Estimate

If in library material use was counted for a one week period to provide an estimate for the reporting year, please report:

1. The number of materials used (but not circulated) for the count week

2. The total number of weeks that library users were able to visit the library and access the physical library collection, up to a maximum of 50 weeks

If the library has not reopened with access to the physical library collection since the closure in March and a count week was not completed prior to the closure, please select "Data not available."

	# of materials used during count week	# of weeks in house use was available	Estimate of in library material use
	15	9	135

Actual Count

Only complete this field if in library material use was recorded as an actual count throughout the reporting year.

	Total in library material use (actual count)

Programs

A library program is a pre-planned, coordinated event that: meets a service response as indicated in the board's Plan of Service; is hosted/presented by the public library; is set for a designated time and place; has a defined purpose; has library resources (staff time, money, etc.) dedicated to it - i.e. is budgeted for; and may involve a registration process and/or some promotion of the event.

Please report the total number of program participants and sessions per age category, combining in person, pre-recorded and live virtual programs.
NOTE: If you are able to break down your attendance by the different types of program delivery (Live, pre-recorded, in person, etc.) you can provide the data in the note field.

How to count for the different types of program delivery:

In person programs:
Total number of in person sessions: count each program that was offered.
Total number of participants: count each individual that attended. If your program is a registered program, for example 6 sessions with 21 people registered to attend, it would be counted as 6 x 21 for a total of 126 participants. Public libraries housed in schools - **DO NOT** count weekly class visits to the library, unless each class would have come to the public library every week even if it was housed in another building elsewhere in town. Weekly class visits are a program of the school.

Live virtual programs:
Total number of live virtual sessions: count the number of live programs offered across all the various platforms you used to deliver them.
Total number of live virtual viewers: use the peak number of viewers, if possible. This one is admittedly tricky as there may be differences in stats recording across different platforms, and in some instances the data may be gone and not recoverable. Provide the most accurate information you have, and use the notes field in the LibPAS to provide any comments you have about the data.

Pre-record virtual programs:
Total number of pre-recorded virtual sessions: count each video/program once.
Total number of pre-recorded virtual viewers: use total number of views for the duration the pre-recorded program was available (if it is no longer online), or as of December 31, 2020 if it is still available. Note that you may need to keep track of this number if the video will be available in 2021 for reporting on additional views in 2021 (e.g. to calculate views after Dec 31, 2020).

Other types of non-traditional programs, e.g. phone programs:
We are aware that some libraries were doing one on one or phone type programs. Those you would track as you would an in person session, by counting the number of times it took place and how many participants were involved.

	Total # of programs offered (in person, virtually, etc.)	Total # of participants (in person, virtually, etc.)
Children's	0	0
Young adult	0	0
Adult	0	0
Family/multigenerational	0	0
Other	0	0

Total	0	0

Outreach

Report the total number of outreach programs (all age categories combined). An outreach program is a program run by library staff and/or library volunteers that does not take place within the library or on library grounds.

	Total # of outreach programs offered	Total # of outreach program participants
	0	0

Library Awareness

Count of activities that the library participated in which promoted awareness of the library. These activities are not considered programs as they do not meet a service response (i.e. an identified need from the community). Examples include trade shows, an open house, participation in community nights, etc.

	Total # of library awareness sessions	Total # of library awareness participants
	0	0

Social Media

Please provide the names of the social media platforms used to promote the library, the URL or username for the account, etc., and any relevant metrics. If more than 5 different social media platforms are used, please use the "Add Notes" feature to record the additional data.

	Name of Platform	Username/URL	Metrics

Cardholders, Fees, Facilities

Total cardholders

Report the number of active cardholders as of December 31 in the reporting year (active cardholders are those whose cards have not expired). This includes both resident and non-resident library cards of all types (including family cards) issued by the library.

Note: If the library offers family cards and provides only one card/one patron account per family (which is shared among all family members), multiply the number of family cards by 3.1. If all members of a family receive their own card and have their own patron record, do not multiply by 3.1.

	Total Cardholders (resident and non-resident)
	163

Card fees

Indicate **YES** or **NO** if card fees were charged for the following specific patron types: adult, juvenile, senior and family, during the reporting year. If card fees were charged for a patron type that is not listed, indicate so in "Other".

Please use the "Add Note" feature if an explanation is necessary. **DO NOT leave these fields blank** - answer either YES or NO for each.

If you indicated YES for any of the listed patron types, please report the annual card fee charged as set out in the library board's bylaw. If no card fees are charged please leave the amount(s) as $0.00.

	Did you charge card fees?	If yes, how much?
Adult		$0.00
Juvenile		$0.00
Senior		$0.00
Family		$0.00
Other		$0.00

Facility size

A service point is a location where users can directly access library service. This includes mobile libraries (e.g. bookmobiles). Report the area in square metres of all library service points operated by the library board during the reporting year. Include all areas used for library purposes, e.g. shelves, workroom, study area, computer labs. Do not include areas used solely for janitorial, custodial, and mechanical storage or service. Do not include auditoria, art gallery space, coffee shops, and commercial space. In order to convert a measurement of square feet to one of square metres, multiply square footage by 0.09.

Library area (Sq. metres)	Library area (Sq. feet)
133.0	1,431.6

Facility status

These fields are to report on the status of library facilities during the reporting year, separate from the impact of the pandemic. If you wish to report on how the pandemic affected library hours and service availability, please do so in "Library Hours - Summary of Pandemic Impact". If you have other comments about the impact of the pandemic on library service delivery, please use the "Comments" box at the end of the annual report.

	Yes or No	Please provide a brief explanation (if applicable)
Did the library move locations (temporarily or permanently) during the reporting year?	No	
Did a new service point open or an existing one permanently close during the reporting year?	No	
Did the library close for renovations at any point during the reporting year?	No	

Electronic Performance Measures

Workstations

	Workstations with internet access	Workstations without internet access	Mobile workstations	Total workstations
	3	0	0	3

Workstation sessions

Estimate

If workstation sessions were counted for a one week period to provide an estimate for the reporting year, please report:

1. The number of workstation sessions for the count week

2. The total number of weeks that public computer access was available library users during the reporting year, up to a maximum of 50 weeks

If the library has not reopened with access to public computers since the closure in March and a count week was not completed prior to the closure, please select "Data not available."

	Total workstation sessions during count week	# of weeks public computer access was available	Estimate of workstation sessions
	50	9	450

Actual Count

Only complete this field if workstation sessions were recorded as an actual count throughout the reporting year.

	Total workstation sessions (actual count)
	n.a.

Workstation hours

Report the total hours that public workstations were used during the count week. For example, if workstation sessions are 1 hour in length, then track the total number of sessions during the count week (estimate) or the entire year (actual count) and report the number of hours. If workstation session times vary, there will have to be some kind of method employed to determine the hours that the workstations were in use.

Estimate

If workstation hours were counted for a one week period to provide an estimate for the reporting year, please report:

1. The number of workstation hours recorded for the count week

2. The total number of weeks that computer access was available to library users during the reporting year, up to a maximum of 50 weeks

If the library has not reopened with access to public computers since the closure in March and a count week was not completed prior to the closure, please select "Data not available."

	Total workstation hours during count week	# of weeks public computer access was available	Estimate of workstation hours
	39	9	351

Actual Count

Only complete this field if workstation hours were recorded as an actual count throughout the reporting year.

	Total workstation hours (actual count)
	n.a.

Workstation use

Indicate the length of time (in minutes) that constitutes a workstation session in your library. Report the number of minutes only (e.g. 60 minutes to indicate 1 hour).

If the length of workstation session varies, please provide an average for the session length.

If the length of a workstation session is fixed, please provide the fixed length.

	Length of workstation sessions (in minutes)	Percentage of time workstations in use
	60	13.09%

Public Wi-Fi sessions

Estimate

If Wi-Fi sessions were counted for a one week period to provide an estimate for the reporting year, please report:

1. The number of Wi-Fi sessions for the count week

2. The total number of weeks that Wi-Fi was available to library users during the reporting year, up to a maximum of 50 weeks

If the physical library was closed due to the pandemic but Wi-Fi was still available to library users (e.g. in the parking lot), please include those weeks in the count.

	Total Wi-Fi sessions during count week	# of weeks Wi-Fi was available	Estimate of Wi-Fi sessions
	n.a.		

Actual Count

Only complete this field if Wi-Fi sessions were recorded as an actual count throughout the reporting year.

	Total Wi-Fi sessions (actual count)
	186

Accomplishments & Comments

Provide your comments and accomplishments below. **Please do not paste in text from a Word document as LibPAS is not compatible with Word formatting.**

	Accomplishments	Comments
	In September I sent numerous notices out indicating we still offer curbside service and that brought back all but 2 patrons who regularly used library services. Both these patrons have moved out of our community. Since September when students returned to in school learning the library use has grown significantly. In October I held an online bookfair. It was not overly successful, with only just over 20 books being sold. In December I Partnered with the Two Hills Recourse Network. Christmas activity kits were made and distributed to the public who signed up for the program	

Board Chair Report- Feb 17, 2021

Happy New Year to all!

I was looking back and it has been quite a while since you have met and I do not want to take a lot of your time.

Our most exciting news is the hiring of Mr. James MacDonald as our new executive director and I understand some of you are already familiar with him. Our board was able to meet him for the first time officially on the 15th of February. We are looking forward to working together. We also want to thank Terri Hampson for her work in the interim. Terri and our staff as well as yours have been working through difficult times with this Covid. I do think if anything has been learned by our patrons and the public is actually how important our libraries are and how our service is missed when not readily available. I commend our staff and libraires for doing what they can to assist the general public during these times. Covid did not stop us from finding ways to assist our patrons even though through a different platform.

The board decided to have an organizational review and we just had our first meeting with our reviewer Ms Margaret Law on the 15th to go over her findings. We have some more details to go through and a couple more meetings set up. We will be sharing it with the boards at the Feb 26, 2021 meeting. Your board rep can then share it with your libraries. Please note since we are having this meeting via Zoom anyone can attend as there is no travel involved. You are welcome to attend, just let the office know.

The board has been busy. It has been different doing all via Zoom and I can assume you are all aware of some of the fun things that can happen with using that or other online platforms. Maybe we should have a place for Zoom bloopers on our website. I am sure we can interim share moments of joy and laughter.

 We worked on having our Plan of Service done with our boards and libraries and I have asked for a copy to be attached. We are excited to start work on it this year and have already started to implement a few things.

We have passed our budget with a zero increase and we are looking forward to working with James in the upcoming months to set all plans in place and move forward. We anxiously await the Provincial budget as we are all aware that sets in motion what happens within our municipalities and libraries as well as what we receive as a system. I do not believe we will have time to assess the effect for our next board meeting but we should be in a place to know for the summer. We were told before our funding would stay the same for the next four years but that was before Covid. We will wait and see and when we know you will know via your reps. Our new interim Municipal Minister of Affairs is the Honorable Rick McIver

Once again, thank you for all that you do.

Vicky Lefebvre

Chair NLLS-780-573-1926

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Northern Lights Library System

MEETING INFORMATION

Date: February 20, 2021   Time: 12:00pm

Attendees via Zoom:
Members of the board: Vicky Lefebvre, Warren Griffin, Jill McLuckie, Barbara Smith, Craig Lukinuk, Debra McQuinn, Jen Anheliger

Regrets: Larry Tiedemann, Cyndy Heslin, Karen Shaw

Executive Director: James MacDonald
Consultant/Special Guest: Margaret Law

BACKGROUND

Margaret Law presented her final report of the organizational review to the board for their consideration, see the final report for greater detail.

ACTIONS

- Add discussion item to the Executive Agenda on the potential dissolution of the budget committee and the election of a treasurer. - James
- Add discussion item to the Executive Agenda on advocacy with community councils in appointing NLLS board members (letters to CAO, Mayors, etc).
- Add a draft motion to accept Margaret's Org Report as presented and to direct James to develop an implementation plan for the recommendations.
- Add a draft motion to the Executive Meeting to accept the meeting notes from the two meetings with Margaret as presented.

NOTES

Meeting opened at 12:00pm

Margaret discussed the amendments to her report since the meeting on the 15th. The conversation that followed was wide ranging from transparency in budget documents to advocacy with town councils. The meeting is largely reflected in the action items above.

Meeting adjourned at 1:30pm

Northern Lights Library System

MEETING INFORMATION

Date: February 15, 2021   Time: 9:30am

Attendees via Zoom:
Members of the board: Vicky Lefebvre, Warren Griffin, Jill McLuckie, Larry Tiedemann, Cyndy Heslin, Barbara Smith, Karen Shaw, Craig Lukinuk, Debra McQuinn, Jen Anheliger

Executive Director: James MacDonald
Consultant/Special Guest: Margaret Law

BACKGROUND

Margaret Law presented her draft report of her organizational review to the board for their consideration, see the draft report and the accompanying presentation slides for greater detail.

ACTIONS

Executive board to meet after Wednesday evening to discuss final report from Margaret
        James to send Doodle Poll to board to determine meeting date.
Margaret to attend general board meeting on Feb 26 (11:30am) to make presentation of organizational review report

NOTES

Meeting opened with introductions from the board to the new Executive Director, James MacDonald.
Margaret began her presentation at 9:39am and broadly covered 5 overarching recommendations:

Recommendation 1: Revisit the Plan of Service
- Develop a working plan supplement the public plan
- James will create an implementation plan from the working Plan of Service
- This will take several months to develop and result in a 1-to-1.5-year implementation plan

Recommendation 2: Simplify Operations
- Develop templates for:
    o Board meeting agendas
    o Briefing notes for every agenda
    o Executive reports
    o Minutes
- Consider moving to a digital environment for meeting minutes and other files
- We discussed the dangers of opening the master agreement and explored alternatives (addendums, service plans, etc.)
- Discussion about tact and transparency in minutes, agendas, briefing notes, etc.
- Discussion of board training – look to other regions for examples
Break: 10:26am
Resume:10:36am
- Discussion of staff and board engagement and the need to define roles for greater engagement

- Point raised that NLLS appears to be unapproachable (fortress on the hill).
- Discussion on how to encourage board members (councils) to have service continue for at least 2 years
- Executive board member, Executive Director, and local board member to visit with every council

Recommendation 3: Organizational Structure
- Why a department of 1 (Marketing)
- Rename public services – we do not serve the public
- Increase face-to-face interactions
- Discussion on what management positions are needed

Recommendation 4: Develop an HR strategy
- Explicitly add the value and contribution of a position to its job description
- ED to develop clear staff goals with managers
  - Maintenance goals
  - Improvement goals
  - Professional goals
  - Development and Training Goals
- Much discussion on the separation of the duties of the board (governance) and the Executive Director (operations)

Recommendation 5: Budget clarity
- The budget and the Plan of Service must be linked
- Consider higher a qualified accountant in future
- Consider replacing the finance sub-committee with a treasurer
  - Consider the roles of the ED in regard to preparing and presenting the budget
  - ED cannot make motions but a treasurer could

Meeting adjourned at 12:36