MEETING INFORMATION

Date: March 12, 2021   Time: 10:00am

Attendees via Zoom: Vicky Lefebvre, Warren Griffin, Larry Tiedemann, Barbara Smith, Karen Shaw, Craig Lukinuk, Debra McQuinn, Jen Anheliger, Jodi Dahlgren, James MacDonald.

Regrets: Cyndy Heslin, Jill McLuckie

Called to order: 10:06am

AGENDA ITEMS

1. *Approval of Agenda*
   Addition: Added review and approval of the Indigenous Grant report
M1: Debra McQuinn moved to approve the agenda as amended.
Carried

2. *Approval of Previous Minutes*
   - Executive Committee Meeting Feb 22, 2021
M2: Warren Griffin moved to approve the meeting minutes of Feb 22, 2021
Carried

FOR DISCUSSION / INFORMATION

3. *NLLS Chair Report* (verbal)
M3: Jill McLuckie moved to accept the chair's report as presented
Carried

4. Library Manager's Council Chair Report (verbal)
M4: Karen Shaw moved to accept the LMC Chair's report as presented
Carried

5. Report on Action Items from Feb 22 Exec Mtg and Feb 26 General Board Mtg:

   - Board member missed meeting automatic letter to CAO/Mayor – James
   - Weekly board reports to full general board -- James
   - Lac La Biche (ALLB) network support conversation -- James
   - Letter to the provincial government on support for moving to phase 2 – James
   - Updated/Approved Policies added to the website - James
   - Executive Director Review form revision – Vicky pending with Org review -- Vicky
     o Waiting for Margaret's org review report

6. *Executive Director Report*
   - February Financials - Attached
   - Weekly Reports – Attached
M5: Karen Shaw moved to accept the Executive Director's report as presented
Carried

7. Organizational Review – Next Steps
Briefing Note: Please see the attached document by the same name, "organizational Review – Next Steps" along with the appendix "Organizational Review – Next Steps – Appendix – A" These documents outline the

recommendations made by Dr. Law and detail several future steps. These steps have budget implications and require deliberation.

Draft actions for meeting:
- Discuss next steps and potential budget implications
- Consider motions needed to support movement on next steps

M6: Craig Lukinuk moved to approve the Organizational Review – Next Steps in principle and to direct the Executive Director to present costs at a special meeting of the Executive Board as soon as feasible.
Carried

8. Election of a Treasurer

Briefing Note: As per general board motion the executive is to elect a treasurer and suspend the budget committee. The board needs to define the role of the treasurer, keeping in mind the division between the work of administration and the work of the executive. A draft role description has been developed to get the conversation rolling (attached). We have some time before a treasurer is actually needed, we can make the election in this meeting or wait until the April. By then, members will have time to consider the role and their potential interest.

Draft actions for meeting:
- Complete the role description of the treasurer in this meeting and send to general board for approval as new policy.
- Determine procedure for the nomination and election of the treasurer
- Identify the date for policy committee meeting to complete update to all other policies touching on treasurer

M7: Barbara Smith moved to send the amended role of treasurer policy to the policy committee.
Carried

FOR DECISION

9. *Indigenous Grant Annual Report approval for submission*

M8: Jenn Anheliger moved to accept the annual indigenous grant report for submission to the province
Carried

10. *Edmonton Garrison Annual Report approval for submission*

Briefing Note: Edmonton Garrison's annual report is due to the province. We had great difficulty in getting in touch with their library manager who has been on medical leave.

M9: Debra McQuinn moved to accept the annual Edmonton Garrison Library report for submission to the province
Carried

11. *May 29, 2021 at 10:00 am, General Board Meeting*

Briefing note: *Are there any additions for the agenda?*

12. *In Camera –*

NEW ACTION ITEMS

1. Phase 2 Letter to the province to be changed to thank you letter and delivered. - James
2. ED to prepare costs associated with the addition of two new positions for presentation at a special meeting of the board.

Next Meeting Date: See the website

Adjournment of the Meeting: 12:31 **M10: Jill McLuckie moved to adjourn.**

MEETING INFORMATION

Date: March 12, 2021   Time: 10:00am
Attendees via Zoom: Vicky Lefebvre, Warren Griffin, Larry Tiedemann, Barbara Smith, Karen Shaw, Craig Lukinuk, Debra McQuinn, Jen Anheliger, Jodi Dahlgren, James MacDonald.
Regrets: Cyndy Heslin, Jill McLuckie

AGENDA ITEMS

1. *Approval of Agenda*

2. *Approval of Previous Minutes*
   - Executive Committee Meeting Feb 22, 2021

FOR DISCUSSION / INFORMATION

3. *NLLS Chair Report* (verbal)

4. Library Manager's Council Chair Report (verbal)

5. Report on Action Items from Feb 22 Exec Mtg and Feb 26 General Board Mtg:

   - Board member missed meeting automatic letter to CAO/Mayor – James
   - Weekly board reports to full general board -- James
   - Lac La Biche (ALLB) network support conversation -- James
   - Letter to the provincial government on support for moving to phase 2 – James
   - Updated/Approved Policies added to the website - James
   - Executive Director Review form revision – Vicky pending with Org review -- Vicky
     - Waiting for Margaret's org review report

6. *Executive Director Report*
   - February Financials - Attached
   - Weekly Reports - Attached

7. Organizational Review – Next Steps
Briefing Note: Please see the attached document by the same name, "organizational Review – Next Steps" along with the appendix "Organizational Review – Next Steps – Appendix – A" These documents outline the recommendations made by Dr. Law and detail several future steps. These steps have budget implications and require deliberation.

Draft actions for meeting:
   - Discuss next steps and potential budget implications
   - Consider motions needed to support movement on next steps

8. Election of a Treasurer
Briefing Note: As per general board motion the executive is to elect a treasurer and suspend the budget committee. The board needs to define the role of the treasurer, keeping in mind the division between the work of administration and the work of the executive. A draft role description has been developed to get the conversation rolling (attached). We have some time before a treasurer is actually needed, we can make the

election in this meeting or wait until the April. By then, members will have time to consider the role and their potential interest.

Draft actions for meeting:
- Complete the role description of the treasurer in this meeting and send to general board for approval as new policy.
- Determine procedure for the nomination and election of the treasurer
- Identify the date for policy committee meeting to complete update to all other policies touching on treasurer

FOR DECISION

9. Edmonton Garrison Annual Report approval for submission
Briefing Note: Edmonton Garrison's annual report is due to the province. We had great difficulty in getting in touch with their library manager who has been on medical leave.

Draft Motion: Move to accept the annual report for Edmonton Garrison as presented.

10. May 29, 2021 at 10:00 am, General Board Meeting
Briefing note: *Are there any additions for the agenda?*

11. In Camera –

NEW ACTION ITEMS

1.
2.
Next Meeting Date: TBD

Adjournment of the Meeting:

2020 MEETINGS

Municipality	Board Member	Missed Meetings	Regrets	Alternate	Not listed in mins.
City of Cold Lake	Lefebvre, Vicky				
Counties					
Beaver County	Bruce, Barry				
County of Athabasca	Griffin, Warren				
County of Minburn	Kuzio, Tara	x		no	Aug 21, Nov 20
County of St. Paul	Amyotte, Laurent				
County of Thorhild	Filipchuk, Richard	xxxx		no	
County of Two Hills	Saskiw, Dianne				
County of Vermilion River	Stelmaschuk, Jason	xx		no	
Lac La Biche County	Beniuk, Darlene	xx		no	
Lamont County	Diduck, David				
M.D. of Bonnyville	Swigart, Dana				
M.D. of Wainwright	Valleau, Phil	x		no	~~Aug 21, Nov 20~~
Smoky Lake County	Lukinuk, Craig				
Sturgeon County	Shaw, Karen				
Towns					
Town of Athabasca	Cherniwchan, Tannia	x		no	
Town of Bon Accord	May, Tanya				
Town of Bonnyville	Storoschuk, Lorna				
Town of Bruderheim	Olechow, Wayne				
Town of Elk Point	McQuinn, Debra				
Town of Gibbons	Millante, Jaycinth				
Town of Lamont	Harvey, Al		x	no	
Town of Morinville	Dafoe, Stephen				
Town of Mundare	Sabo, Lillian		x	no	
Town of Redwater	Dorosh, Les				
Town of Smoky Lake	Morton, Melody				
Town of St. Paul	DeMoissac, Tyson	xx		no	
Town of Tofield	Brown, Cathy				
Town of Two Hills	Sorochan, Elaine	x		no	~~Aug 21,~~
Town of Vegreville	Berry, David		x	no	
Town of Vermilion	Thompson, Justin				
Town of Viking	Acres, Judy	xx		no	
Town of Wainwright	Foley, Bob	x		no	
Municipality	Board Member	Missed Meetings	Regrets		
Villages					
Village of Andrew	Lupul, Sheila	xx	x	no	
Village of Boyle	Smith, Barbara				
Village of Chauvin	Gramlich, Val		x	no	
Village of Edgerton	Reid, Tom				
Village of Holden	Marko, Bernie	x		no	Aug 21, Nov 20
Village of Innisfree	McMann, Debbie				
Village of Irma	Lawson, Marjorie				
Village of Kitscoty	Frank, Daryl				
Village of Mannville	McLuckie, Jill				
Village of Marwayne	Lawrence, Tara	x	x	no	
Village of Myrnam	Rudolf, Donna				
Village of Paradise Valley	Arnold, Mary		x	no	
Village of Ryley	Heslin, Cyndy				
Village of Vilna	Romanko, Don	xxxx		no	
Village of Waskatenau	Krahulec, Julie	xxx		no	
Summer Villages					
S.V. Island Lake South	Tarrant, Thomas	xxxx		no	
S.V. Mewatha Beach	Tiedemann, Larry	x			
S.V. of Bondiss/Sunset Beach	Tomaszyk, Ed	xxxx		no	
S.V. of Island Lake	Binder, Duncan	xxx	x	no	
S.V. of Pelican Narrows	Smith, Ina	xx		no	
S.V. of West Baptiste	Hursin, Amelia (Myn)	xxxx		no	
S.V. of Whispering Hills	Irving, Dennis	xxxx		no	

as of November 2020

NLLS BUDGET 2021

		GL Code(s)	Actuals Dec 31 2019	Budget 2020	Actuals Dec 31 2020	Actuals YTD Feb 28 2021	BUDGET 2021 - 0%	COMMENTS / NOTES Feb 2021 update
					REVENUE			
1	Municipal and Library Board Levies	Municipalities	4010	$1,207,726.50	$1,224,855.02	$1,226,701.73	$828,965.00	$1,226,701.73	2018 pop = 173,246 @$5.23/$10.46 (0%) per capita
2		Library Boards	4040	$576,285.00	$584,056.32	$585,451.43	$6,538.84	$584,056.32	2018 pop = 173,246 @$5.23/$10.46 (0%) per capita
3	Total			$1,784,011.50	$1,808,911.34	$1,812,153.16	$835,503.84	$1,810,758.05	
4	Provincial Grants	Library System Board Operating Grant	4041	$820,070.00	$814,256.20	$820,070.00	$0.00	$814,256.20	$4.70 per resident; 2018 pop 173,246 (2016=174483 $5,814 diff)
5		Rural Library Services Grant (Board of Record)	4042	$338,506.00	$340,242.75	$338,506.00	$0.00	$340,242.75	$5.55 per resident; 2017 pop 61,305 (2016=60992 $-1736.72 diff)
6		Provincial Establishment Grant	4044	$0.00	$0.00	$0.00	$0.00	$0.00	No new library at this time
7		Indigenous Grant	4530	$160,064.00	$160,000.00	$160,064.00	$0.00	$160,000.00	In and out with Line 79
8	Total			$1,318,640.00	$1,314,498.95	$1,318,640.00	$0.00	$1,314,498.95	
9	Programs	Non-resident Fees	4132	$1,900.00	$1,500.00	$1,000.00	$0.00	$1,500.00	Morinville/Bonnyville
10		Conference	4560	$0.00	$5,000.00	$0.00	$1,000.00	$5,000.00	2-day Conference
11		Other Revenue - General	4530	$8,160.49	$5,000.00	$6,495.44	$0.00	$5,000.00	Grants/1% Admin for BOR
12		Winter and Summer Reading Programs	4550	$8,598.15	$10,000.00	$1,889.26	$0.00	$10,000.00	Full staff can now help drive this number
13		Office Sales	4510	$5,752.77	$10,000.00	$2,911.55	$270.45	$10,000.00	Rental, Professional services
14		Interest	4610	$50,774.24	$35,000.00	$38,820.39	$2,107.90	$40,000.00	Bank/Investments Interest
15	Total			$75,185.65	$66,500.00	$51,116.64	$3,378.35	$71,500.00	
16	Reimbursements	Travel Grants	4126	$3,382.19	$1,500.00	$0.00	$0.00	$1,500.00	TRAC, PLSB offset line 142 Expenses
17		Office sales to libraries	4520	$160,979.35	$160,000.00	$91,387.85	$9,141.75	$150,000.00	Offset with expense line 141 Expenses
18		Revenue for outlet	4613	$9,156.17	$10,000.00	$9,131.63	$0.00	$10,000.00	Myrnam offset in line: 136 Expenses
19	Total			$173,517.71	$171,500.00	$100,519.48	$9,141.75	$161,500.00	
20	Residual	Allotment Carry Over	4050	$10,783.19	$40,000.00	$26,116.78	$0.00	$40,000.00	Offset with line 86 Expenses
21	TOTAL OPERATING REVENUE			$3,362,138.05	$3,401,410.29	$3,308,546.06	$848,023.94	$3,398,257.00	

NLLS BUDGET 2021

		GL Code(s)	Actuals Dec 31 2019	Budget 2020	Actuals Dec 31 2020	Actuals YTD Feb 28 2021	BUDGET 2021 - 0%	COMMENTS / NOTES Feb 2021 update
					EXPENSES			
Shared Services NLLS and Board	Telecommunications	6622	$4,021.73	$16,000.00	$21,274.16	$760.70	$15,000.00	NLLS phones, and Cell phones
	Memberships and Expenses	6616	$2,036.06	$3,000.00	$1,167.41	$9,409.00	$3,500.00	AUMA, RMA, ALA, CLA, APLAC, TAL
	PD Training Total	5981	$10,868.37	$16,500.00	$13,452.32	$1,142.54	$15,500.00	Webinars, Courses and Training Sessions
	NLLS Conference Fees	5982	$10,889.14	$13,700.00	$503.81	$0.00	$10,700.00	Conference and Workshops attending
	Hotels and Travel	5983	$22,782.28	$23,000.00	$3,421.93	$0.00	$13,500.00	Hotels and Travel costs, Baggage and Taxis
	Meals when Travelling	5984	$5,169.81	$7,450.00	$1,895.96	$98.71	$5,000.00	Meals 50% gst **Moved Site Visit to here**
	Travel Costs	5985	$12,060.67	$10,000.00	$2,985.42	$0.00	$0.00	**Moved to above with Hotel and Travel**
Shared Services Total			**$67,828.06**	**$89,650.00**	**$44,701.01**	**$11,410.95**	**$63,200.00**	
Admin Dept 4 Full Time Staff Members	Equipment/Software	6600	$195.25	$2,000.00	$2,501.70	$1,950.00	$2,000.00	Repairs, software, small equipment/furniture purchases
	Photocopier	6602	$13,532.67	$12,000.00	$9,459.69	$1,334.49	$12,500.00	Rental, maintenance, toners
	Marketing	6608	$5,323.98	$7,000.00	$12,038.85	$392.98	$18,000.00	Publiciity,trade shows, newsletter, supplies, kios
	Audit & Support	6610	$14,836.67	$15,000.00	$14,779.69	$0.00	$17,000.00	RFP
	Office supplies	6620	$13,171.42	$10,000.00	$18,492.79	$2,537.09	$10,000.00	General office supplies, Simply accounting software
	Staff recruitment	5987	$2,954.61	$500.00	$409.99	$450.00	$500.00	Any staff vacancy
	Subscriptions / Licenses	6615	$3,422.55	$2,000.00	$4,525.79	$41.58	$1,000.00	Local newspapers / Copyright Lic,
	Special Events	6521	$6,618.91	$4,000.00	$3,443.39	$455.00	$5,500.00	Staff Long Service Awards. Projects
	HR Tools	5989	$161.90	$500.00	$0.00	$0.00	$500.00	Reference and HR Advisory
	Charges (Bank)	6612	$1,425.87	$1,200.00	$1,272.73	$89.15	$1,500.00	Bank charges; Credit Card charges; US foreign exchange
	Postage - Admin	6266	$1,331.79	$3,000.00	$1,426.71	$0.00	$2,000.00	Increase postage for libraries
	NLLS Hosting	6522	$509.49	$400.00	$1,041.95	$38.78	$1,000.00	General Hosting
	Indigenous Grant Expense	6081	$87,077.30	$160,000.00	$150,850.68	$71,395.32	$160,000.00	In and out
Admin Total			**$150,562.41**	**$217,600.00**	**$220,243.96**	**$78,684.39**	**$231,500.00**	

			GL Code(s)	Actuals Dec 31 2019	Budget 2020	Actuals Dec 31 2020	Actuals YTD Feb 28 2021	BUDGET 2021 - 0%	COMMENTS / NOTES Feb 2021 update
81	**Bibliographic Services 10 Full Time 1 Part Time Staff Members**	Allotment Carry over	N/A	$10,793.18	$40,000.00	$26,116.78	$0.00	$40,000.00	Monies unspent by libraries
82		Book Allotment Spent	6000's	$386,763.89	$372,478.90	$347,503.94	$52,082.74	$372,478.90	2018 pop. X $2.15
83		Cataloguing/Processing supplies	6108	$11,052.47	$10,000.00	$6,603.87	$164.74	$10,000.00	Laminating, mactac, barcodes spine lables
84		Bibs Service Subscriptions	6090	$2,136.56	$1,500.00	$2,120.38	$157.61	$2,000.00	Web dewey OCLC RDA Toolkit
85		ILL Shipping cost	6268	$905.04	$1,000.00	$724.77	$96.34	$1,000.00	Postage, (other than government courier an van run)
86		Library Shipping Covered Cost	6106	$3,154.43	$3,000.00	$2,442.89	$52.17	$1,500.00	Brokerage, Freight, Customs, Various Book Suppliers shipping cost
87		ILL Supplies cost	6085	$4,997.30	$1,500.00	$5,700.93	$4,974.75	$4,000.00	Library Cards, Stickers, Disc repair supplies, Canvas bags and DVD cases, Totes
88		Vehicle Expenses	6270	$12,341.89	$10,000.00	$11,142.07	$324.24	$10,000.00	Maintenance
89		Vehicle Fuel	6271	$30,487.59	$35,000.00	$19,332.16	$4,818.69	$43,000.00	Fuel
90		Vehicle Reserve Fund - EXP	6710		$20,000.00		$0.00	Moved	**See Funds tab (expenses listed here in actuals -not budget)**
91	**Bibs Services Total**			**$462,632.35**	**$494,478.90**	**$421,687.79**	**$62,671.28**	**$483,978.90**	
92	**Board**	Board Committees Meetings	6520	$22,617.74	$20,000.00	$25,460.18	$3,250.00	$20,000.00	per diem for Board committees
93		Professional & Legal Fees	6606	$45,510.15	$3,000.00	$20,641.20	$12.25	$3,000.00	HR items, Legal contingency, Policy support
94		Board Conferences	6508	$7,029.46	$7,500.00	$0.00	$0.00	$2,000.00	Coverage for Board Chair
95		Board Food & Beverages	6504	$6,087.18	$6,000.00	$2,290.89	$49.37	$1,500.00	Board and exec meetings meals.
96		Board Mileage	6500	$33,446.90	$32,000.00	$5,895.85	$0.00	$8,500.00	1 Gen Brd Mtg / 1 Exec Mtg at HQ
97		Special Events (Chair/Vice Chair specific)	6510	$6,618.91	$10,000.00	$1,715.47	$0.00	$10,000.00	Board Chair Honorarium/Perdiem/Mileage for Travel to Municipalities (as per POS)
98		POS - Plan of Service		$0.00	$6,000.00	$0.00	$0.00	$0.00	Meetings, Mileage, Food etc
99	**Board Total**			**$121,310.34**	**$84,500.00**	**$56,003.59**	**$3,311.62**	**$45,000.00**	

NLLS BUDGET 2021

			NLLS BUDGET 2021					
			GL Code(s)	Actuals Dec 31 2019	Budget 2020	Actuals Dec 31 2020	Actuals YTD Feb 28 2021	BUDGET 2021 - 0%	COMMENTS / NOTES Feb 2021 update

			GL Code(s)	Actuals Dec 31 2019	Budget 2020	Actuals Dec 31 2020	Actuals YTD Feb 28 2021	BUDGET 2021 - 0%	COMMENTS / NOTES
100	Building	Caretaking and Landscaping	6704	$35,256.34	$30,000.00	$36,299.08	$6,750.00	$36,000.00	Caretaking Contract, landscaping, snow removal, janitorial supplies.
101		Insurance	6614	$10,491.67	$11,000.00	$11,102.38	$11,323.35	$12,000.00	AMSC
102		Maintenance	6702	$7,245.19	$15,000.00	$39,986.71	$267.45	$15,000.00	Upkeep and emergency repairs
103		Health & Safety	6706	$3,081.47	$3,000.00	$5,639.55	$1,107.97	$4,000.00	Security system, safety workshops,
104		Utilities	6708	$27,593.24	$30,000.00	$27,578.89	$2,737.34	$30,000.00	Water, hydro, garbage, shredder, gas
105		Furniture & Equipment Reserve Fund	6711	$0.00	$3,000.00	$0.00	$0.00	Moved	See Funds tab (expenses listed here in actuals -not budget)
106		Building Reserve Fund	6712	$65,200.00	$57,500.00	$0.00	$0.00	Moved	See Funds tab (expenses listed here in actuals -not budget)
107	Building Total			$148,867.91	$149,500.00	$120,606.61	$22,186.11	$97,000.00	
108	IT Department 3 Full Time Staff Members	Internet Service Fees	6169	$4,165.00	$18,000.00	$10,665.50	$628.00	$24,000.00	Cybera (3 yr/3 Exinda warranty for upgrade of bandwidth) New service provider (lower cost)
109		Web Hosting	6119	$17,047.00	$19,300.00	$28,847.90	$0.00	$24,000.00	Box Clever
110		Computer Protection Software	6114	$29,904.93	$18,400.00	$24,064.78	$0.00	$25,000.00	Anti Virus, Deep Freeze, FixMeStick, -3 yr prepaid going forward
111		Library Assistance Software	6120	$8,442.55	$5,500.00	$6,409.34	$0.00	$6,000.00	HelpDesk, GoToAssist
112		Server Software	6121	$2,606.35	$6,000.00	$2,859.47	$0.00	$5,000.00	Vmware, Veeam, Dell Desktop Authority
113		Computer Software	6122	$4,493.73	$5,500.00	$6,496.81	$0.00	$6,500.00	Office 365, Windows 10, Smart Draw, Asset Panda ect.
114		Emerging Technology	6123	$13,884.04	$10,000.00	$7,721.22	$2,580.95	$10,000.00	New technology for development
115		Computer Replace	6118	$13,315.19	$5,000.00	$11,391.35	$13,089.69	$10,000.00	Laptops, Staff computers, Monitors 3 yr replacement cycle
116		Computer Reserve Fund		$0.00	$5,000.00	$0.00	$0.00	Moved	See Funds tab (expenses listed here in actuals -not budget)
117		Server Reserve Fund	6714	$0.00	$0.00	$0.00	$0.00	Moved	See Funds tab (expenses listed here in actuals -not budget)
118		Network/Fortigate Warrenty		$0.00	$23,000.00	$0.00	$0.00	Moved	See Funds tab (expenses listed here in actuals -not budget)
119		Fortigate-Libraries/Hardware Reserve Fund		$0.00	$29,500.00	$0.00	$0.00	Moved	See Funds tab (expenses listed here in actuals -not budget)
120	IT Dept Total			$93,858.79	$145,200.00	$98,456.37	$628.00	$90,500.00	

			GL Code(s)	Actuals Dec 31 2019	Budget 2020	Actuals Dec 31 2020	Actuals YTD Feb 28 2021	BUDGET 2021 - 0%	COMMENTS / NOTES Feb 2021 update
						NLLS BUDGET 2021			
121	**Public Services Department 4 Full Time 1 Part Time Staff members**	System Collection	6080	$8,220.57	$15,000.00	$19,157.99	$8.32	$12,000.00	Large Print, Professional collection, Ref, Audio, Kits and Blocks Makerspace
122		Online databases/E-Resources	6280	$94,366.37	$70,000.00	$110,094.05	$36,862.06	$110,000.00	Cypress, Tumblebooks, Niche Acadamy, TAL - Lynda.com, Ebsco (Ancenstory/Novelist/ Universal Core/DYI Auto Repair) Overdrive, 3M, Hoopla, Zinio
123		E-Resources	6170	$6,416.43	$50,000.00	$19,729.72	$0.00	Moved	**Moved to above**
124		Programming	6252	$34,703.35	$20,000.00	$5,703.75	$0.00	$20,000.00	SRP WRP, entertainer, prizes, story teller, author talks
125		NLLS Conference	6206	$890.95	$20,000.00	$1,454.64	$2,862.18	$20,000.00	Conference and Workshops - LMC Workshop
126		Consultant Mileage					$0.00	$4,000.00	New consultant visit mileage
127		LMC - Mileage for Meetings	6208	$13,271.35	$14,000.00	$3,597.02	$0.00	$5,000.00	3 LMC meetings a year, travel and meals
128	**Public Services Total**			**$157,869.02**	**$189,000.00**	**$159,737.17**	**$39,732.56**	**$171,000.00**	
129	**Contracts & Vendor Services**	ACSI Services	6167	$33,000.00	$35,000.00	$33,000.00	$0.00	$35,000.00	Customer edge devices maintenance and 3 year contract. Paid in Dec each year
130		TRAC	6168	$104,661.00	$105,000.00	$109,941.00	$117,629.00	$120,000.00	Cost of operations and maintenance of catalogue and Server at YRL
131		The Alberta Library	6613	$8,454.82	$8,500.00	$8,877.56	$0.00	Moved	Moved to Memberships above for 2021
132	**Vendor Total**			**$146,115.82**	**$148,500.00**	**$151,818.56**	**$117,629.00**	**$155,000.00**	
133	**Staff 21 F/T 2 P/T Staff members & 2 Summer Students**	Salaries	5500	$1,238,918.33	$1,326,210.82	$1,371,177.12	$231,852.70	$1,415,500.00	No Cola-10 staff at top of grid.
134		Benefits	5542	$116,293.27	$150,000.00	$120,889.75	$24,576.00	$135,000.00	Dental, Vision, Health, RRSP - 9.3% of overall salary
135	**Staff Total**			**$1,355,211.60**	**$1,476,210.82**	**$1,492,066.87**	**$256,428.70**	**$1,550,500.00**	
136	**NLLS Outlets**	Myrnam	6400	$9,754.00	$10,000.00	$9,180.90	$1,309.06	$10,000.00	Operating expenses, salary, programming
137	**Outlet Total**			**$9,754.00**	**$10,000.00**	**$9,180.90**	**$1,309.06**	**$10,000.00**	

			GL Code(s)	Actuals Dec 31 2019	Budget 2020	Actuals Dec 31 2020	Actuals YTD Feb 28 2021	BUDGET 2021 - 0%	COMMENTS / NOTES Feb 2021 update
					NLLS BUDGET 2021				
138	**Transfer Payments**	Board of Record Payments (Provincial Rural services grant)	6301	$340,242.84	$340,242.75	$335,130.28	$0.00	$340,242.75	Transfer payments to 6 counties, 1 MD, 8 Summer Villages @5.55 per cap. Offset in line 5
139	**Transfer Total**				**$340,242.84**	**$340,242.75**	**$335,130.28**	**$0.00**	**$340,242.75**	
140	**Reimbursement**	NLLS pays for expenses that will be reimbursed by other organizations; equivalent $ amount under Revenue lines 16/17/18							
141		General Supplies	6618	$108,453.59	$160,000.00	$77,799.23	$11,739.83	$150,000.00	Furniture, computers, office supplies-Rebills
142		Travel	4126	$0.00	$1,500.00	$0.00	$0.00	$0.00	Traveling expenses reimbursed by PLSB, TRAC and other organizations
143	**Reimbursement Total**			**$108,453.59**	**$161,500.00**	**$77,799.23**	**$11,739.83**	**$150,000.00**	
144	**TOTAL OPERATING EXPENDITURES**			**$3,162,706.73**	**$3,506,382.47**	**$3,187,432.34**	**$605,731.50**	**$3,387,921.65**	
145	**Revenues over Expenses Gain/Loss**				-$104,972.18	$121,113.72	$242,292.44	$10,335.35	
146	**RESERVE FUND INFO** See second tab									

COMMENTS

46/55 (84%) have paid 9 Muni's outstanding

Frog Lake from Grant

Sponsorship packages have been sent out

COVID has hampered this

Too early in the year to report on this carry over

COMMENTS

TAL added here from below

Online Workplace Violence/WHMIS training

COMMENTS

Every 2nd yr purchase of Audio cases

COMMENTS

COMMENTS

EXP	Type of Fund	Allocation of Current funds	Min Balance for Reserves	Over/ Under Funded Reserves	2019 Usage	2020 Usage	Projected 2021 Usage
	Unrestricted						
6710	Vehicle Replacement Funds	$ 145,000.00	$ 90,000.00	$ 55,000.00	$ 3,000.00	$ 64,262.85	$ -
6711	Furniture & Equipment Funds	$ 25,000.00	$ 25,000.00	$ -	$ 3,000.00	$ 4,950.00	$ -
6712	Building Funds	$ 375,000.00	$ 250,000.00	$ 125,000.00	$ 65,200.00	$ 16,369.00	$ 50,000.00
6713	Computer Funds - 5yr				$ -	$ -	$ -
6714	Server Funds - 5yr	$ 795,000.00	Max 750,000.00	$ 45,000.00	$ -	$ 87,471.22	$ 150,000.00
6715	Network Hardware Funds - 5yr				$ 10,000.00	$ -	$ -
6716	Fortigate - Libraries Funds - 5yr				$ -	$ 57,050.81	$ -
6717	Contingent Liability and Consultation	$ 100,000.00	$ 50,000.00	$ 50,000.00	$ 42,000.00	$ -	$ -
	Restricted						
6720	Operational Restricted Reserve	$ 434,372.50	$ 350,000.00	$ 84,372.50	$ -	$ -	$ -
	Money in Investments Dec 31 2020						
	TOTALS	$ 1,874,372.50	$ 1,515,000.00	$ 359,372.50	$ 123,200.00	$ 230,103.88	$ 200,000.00

Money in Investments		Diff +/-		Bank Balance - Operating Acct
Dec 31 2020	$ 1,874,372.50	$ 320,413.28		$ 659,287.31
Dec 31 2019	$ 1,553,959.22	$ 20,004.16		$ 1,117,673.86
Dec 31 2018	$ 1,533,955.06	$ 19,657.37		$ 1,090,179.80
Dec 31 2017	$ 1,514,297.69	$ 511,910.76		$ 932,772.90
Dec 31 2016	$ 1,002,386.93			$ 1,205,494.32

FEB 28 2021	End of Month Balance
Operating Acct	$ 723,437.94
US Account	$ 9,991.83
Invesments-Combined	$ 1,875,808.64

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

Budget Line	Amt	Comments
Total Revenue - all in	$ 3,398,257.00	
Total Expenses - all in	$ 3,397,921.65	
Total Revenue - modified	$2,500,510.31	Book Levy portion/Board of Record/Indigenous removed
Total Expenses - modified	$2,465,200.00	Book Levy portion/Board of Record/Indigenous removed
Salaries % of Expenses	57%	Salary budget line makes up 57% of Total Expenses
Salary Subtotal % of Expenses	63%	Total Salary "bucket" make up 63% of Total Expenses
Salaries % of Revenues	56%	56% of Total Revenue pays out the Salary Budget line
Reserve Min/Max	$359,372.50	Over funded on Total Reserves (used max amt for IT)
Reserve Usage		Although we track the usage here, we haven't "used" or taken out of reserve funds.
Reserve "Adds"		We reinvest the interest from investments to the reserve funds. Have added new GIC's twice in 5 years.

Date: February 26, 2021

The following report is for your information. Your service to the Northern Lights Library System is valued and appreciated. If you have questions, concerns, compliments please direct them to the Executive Board representative for your zone. Contact information is found on page two of this report.

BOARD

- An Executive Board meeting was held on Monday February 22.
- A General Board meeting was held on February 26.

Approved meeting minutes are available on the website and meeting dates for the remainder of the year are also available on the same page: https://www.nlls.ab.ca/about-us/board2#grid. The entire General Board meeting package is available in the board vault on the website: https://www.nlls.ab.ca/board/board-meeting. You will need to login (passwords can be recovered directly on the site).

OPERATIONS

- Vicky Zhang, public service consultant, has left us for employment on the east coast. We wish her the best.
- I am beginning to set appointments to meet with each of our library managers over the coming weeks.
- Interviews are underway for our Indigenous Relations position

LIBRARIES

- Frog Lake's establishment grant has been approved by the provincial government. They are now a formal member of the system. Next Steps:
    - NLLS board rep appointed
    - Hire a library manager
    - Start the purchase of a collection
- A Library Manager's Council was held on the 24th. The chair's report is available in the board meeting package: https://www.nlls.ab.ca/board/board-meeting
- At the general board meeting a resolution to draft a letter of support for libraries in the system seeking a move to level 2 of the province's pandemic response was made. That draft was completed Friday.

I am currently reading: *Deep Down a Jack Reacher Story* by Lee Child through our Overdrive ebook collection. Check out Overdrive: https://www.nlls.ab.ca/eresources/overdrive

EXECUTIVE COMMITTEE MEMBERS CONTACT INFORMATION

NAME	EMAIL	PHONE NUMBER
Vicky Lefebvre (Chair)	gillesvicky74@gmail.com	780-573-1926
Warren Griffin (Vice-Chair) (Zone 1)	wgriffin@athabascacounty.com	780-675-0470
Craig Lukinuk (Zone 1)	clukinuk@smokylakecounty.ab.ca	780-656-3730
Larry Tiedemann (Zone 1)	casperti@telus.net	780-975-0508
Barb Smith (Zone 1)	bsmith@boylealberta.com	780-689-3643
Debra McQuinn (Zone 2)	mcquinndac@msn.com	780-614-8288
Cyndy Heslin (Zone 3)	heslin@ryley.ca	780-663-3653
Karen Shaw (Sturgeon County) (Zone 3)	kshaw@sturgeoncounty.ca	587-879-0208
Jennifer Anheliger (Zone 3)	jennifer.anehliger@morinville.ca	780-380-7296
Jill McLuckie (Zone 4)	jmcluckie@mannville.ca	780-763-3500

Zone 1 Municipalities	Zone 2 Municipalities	Zone 3 Municipalities	Zone 4 Municipalities
Athabasca County	City of Cold Lake	Beaver County	County of Minburn
S.V. of Bondiss/S.V. of Sunset Beach	County of St. Paul	Lamont County	County of Vermilion River
S.V. of Island Lake	County of Two Hills	Sturgeon County	M.D. of Wainwright
S.V. of Island Lake South	Lac La Biche County	Town of Bon Accord	Town of Vegreville
S.V. of Mewatha Beach	M.D. of Bonnyville	Town of Bruderheim	Town of Vermilion
S.V. of West Baptiste	S.V. of Pelican Narrows	Town of Gibbons	Town of Wainwright
S.V. of Whispering Hills	Town of Bonnyville	Town of Lamont	Village of Chauvin
Smoky Lake County	Town of Elk Point	Town of Morinville	Village of Edgerton
Thorhild County	Town of St. Paul	Town of Mundare	Village of Innisfree
Town of Athabasca	Town of Two Hills	Town of Redwater	Village of Irma
Town of Smoky Lake	Village of Myrnam	Town of Tofield	Village of Kitscoty
Village of Boyle		Town of Viking	Village of Mannville
Village of Vilna		Village of Andrew	Village of Marwayne
Village of Waskatenau		Village of Holden	Village of Paradise Valley
		Village of Ryley	

Date: March 5, 2021

The following report is for your information. Your service to the Northern Lights Library System is valued and appreciated. If you have questions, concerns, compliments please direct them to the Executive Board representative for your zone. Contact information is found on page two of this report.

BOARD

- Next executive board meeting March 12, 2021 (10:00am)
- Next general board meeting May 29, 2021 (10:00am)

Approved meeting minutes are available on the website and meeting dates for the remainder of the year are also available on the same page: https://www.nlls.ab.ca/about-us/board2#grid. The entire General Board meeting package is available in the board vault on the website: https://www.nlls.ab.ca/board/board-meeting. You will need to login (passwords can be recovered directly on the site).

OPERATIONS

- All-staff meeting scheduled for Monday March 8, 2021
- Met with Margaret Law in follow-up to organizational review. Next Steps are actively being developed to address the recommendations of that review
- Our first summer student of the season, Cari Graus, officially started on Monday, March 1st
- We have begun investigating a new ticketing software system with the intent of improving communication with our libraries

LIBRARIES

- The province has wisely moved libraries into step 2 to of the re-opening phase. Libraries may now open at 15% capacity. Many of our libraries have already opened and many will follow.
- My one-on-one meetings with library managers begin in earnest next week
- Our newest public services consultant, Michelle Terriss, was out to Morinville this week with the 3D printer. It is exciting to be able to bring these technologies to our libraries

I am currently reading: *Leaders eat last : why some teams pull together and others don't* by Simon Sinek on loan from the Bonnyville Municipal Library.

EXECUTIVE COMMITTEE MEMBERS

NAME	ZONE	EMAIL	PHONE NUMBER
Vicky Lefebvre	Chair	gillesvicky74@gmail.com	780-573-1926
Warren Griffin	Zone 1 - Vice Chair	wgriffin@athabascacounty.com	780 675-0470
Craig Lukinuk	Zone 1	clukinuk@smokylakecounty.ab.ca	780-656-3730
Larry Tiedemann	Zone 1	casperti@telus.net	780-975-0508
Barb Smith	Zone 1	bsmith@boylealberta.com	780-689-3643
Debra McQuinn	Zone 2	mcquinndac@msn.com	780-614-8288
Cyndy Heslin	Zone 3	heslin@ryley.ca	780-663-3653
Karen Shaw (Sturgeon County)	Zone 3	kshaw@sturgeoncounty.ca	587-879-0208
Jennifer Anheliger	Zone 3	jennifer.anehliger@morinville.ca	780-380-7296
Jill McLuckie	Zone 4	jmcluckie@mannville.ca	780-763-3500

Zones

Zone 1	Zone 2	Zone 3	Zone 4
Athabasca County	City of Cold Lake	Beaver County	County of Minburn
S.V. of Bondiss	County of St. Paul	Lamont County	County of Vermilion River
S.V. of Sunset Beach	County of Two Hills	Sturgeon County	M.D. of Wainwright
S.V. of Island Lake	Lac La Biche County	Town of Bon Accord	Town of Vegreville
S.V. of Island Lake South	M.D. of Bonnyville	Town of Bruderheim	Town of Vermilion
S.V. of Mewatha Beach	S.V. of Pelican Narrows	Town of Gibbons	Town of Wainwright
S.V. of West Baptiste	Town of Bonnyville	Town of Lamont	Village of Chauvin
S.V. of Whispering Hills	Town of Elk Point	Town of Morinville	Village of Edgerton
Smoky Lake County	Town of St. Paul	Town of Mundare	Village of Innisfree
Thorhild County	Town of Two Hills	Town of Redwater	Village of Irma
Town of Athabasca	Village of Myrnam	Town of Tofield	Village of Kitscoty
Town of Smoky Lake		Town of Viking	Village of Mannville
Village of Boyle		Village of Andrew	Village of Marwayne
Village of Vilna		Village of Holden	Village of Paradise Valley
Village of Waskatenau		Village of Ryley	

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	Edmonton Garrison Community Library

Phone, Fax, Email, Website

	Library phone	Library fax	Library email	Library website
	780-973-4011 x6345	(780) 973-1598	librarian@garrisonlibrary.ab.ca	www.garrisonlibrary.ab.ca

Address

	Address - Street and No.	P.O. Box	City/town, etc.	Province	Postal code
	Corner of Mons Ave & Highway 28A	Box 462	Lancaster Park	Alberta	T0A 2H0

Contacts

	Name	Email	Phone	Alternate phone
Library Manager	Melanie Pole	librarian@garrisonlibrary.ab.ca	780-973-4011 x6345	
Respondent (if different than above)	Joanne Knysh	jknysh@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	Vicky Lefebvre		780-573-1926	gillesvicky74@gmail.com	2021	
Board Member 1	Warren Griffin		780 675-0470	wgriffin@athabascacounty.com	2021	
Board Member 2	Craig Lukinuk		780-656-3730	clukinuk@smokylakecounty.ab.ca	2021	
Board Member 3	Larry Tiedemann		780-975-0508	casperti@telus.net	2021	
Board Member 4	Barb Smith		780-689-3643	bsmith@boylealberta.com	2022	
Board Member 5	Debra McQuinn		780-614-8288	mcquinndac@msn.com	2022	
Board Member 6	Cyndy Heslin		780-663-3653	heslin@ryley.ca	2021	
Board Member 7	Karen Shaw (Sturgeon County)		587-879-0208	kshaw@sturgeoncounty.ca	2021	
Board Member 8	Jennifer Anheliger		780-380-7296	jennifer.anehliger@morinville.ca	2022	
Board Member 9	Jill McLuckie		780-763-3500	jmcluckie@mannville.ca	2022	

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.	Feb 29, May 23, Aug 21, Nov 20	0	Library 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
	2,560

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
	-Hours were cut from 28 hours to 19 hours weekly -library has not reopened since intial shut down in March, however has been offering curbside service.

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	2	760.00
Library technician	1	390.00
Library operations certificate	0	0.00
Other tech/college diploma	0	0.00
Other	1	1,410.00
Total staff	4	2,560.00

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	2	0.00
Library Programming	0	0.00
Fundraising (aside from a Friends group)	0	0.00
Outreach	0	0.00
Total Volunteers	2	0.00
Friends of the Library	0	0.00

Collections/Resources

Collection Management

	Acquired	Withdrawn
Print items	385	610
Non-print items	37	97
Total	422	707

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
	11,264	346	11,610

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
	27	56	1,719	169	92	0	6	2,069

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
	13,679	7,175	20,854

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
	958	37	1,334	417	0	25

Direct Circulations, continued...

	Non-catalogued	Periodicals	Virtual	Total direct circulation	Bulk loans (not reported above)	Total circulation
	0	26	557	3,354	0	3,354

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)	1,406	2,310
Outside of Alberta, but within Canada	0	0
Outside of Canada	0	0
Total	1,406	2,310

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
	25	51	1,275

Actual Count
Only complete this field if reference transactions were recorded as an actual count throughout the reporting year.

	Total reference transactions (actual count)
	n.a.

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
	13

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
	150	38	5,700

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)
	n.a.

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
	1,630

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
	n.a.	22	0

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)
	n.a.

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	70	350
Young adult	21	105
Adult	4	20
Family/multigenerational	10	50
Other	0	0
Total	105	525

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
	9	231

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
	1	3,000

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
	Facebook		
	Instagram		

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)
	114

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	No	$0.00
Juvenile	No	$0.00
Senior	No	$0.00
Family	No	$0.00
Other	No	$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)
	264.0	2,841.7

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
	4	0	0	4

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
	160	31	4,960

Actual Count

Only complete this field if workstation sessions were recorded as an actual count throughout the reporting year.

	Total workstation sessions (actual count)

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
	80	31	2,480

Actual Count

Only complete this field if workstation hours were recorded as an actual count throughout the reporting year.

	Total workstation hours (actual count)

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
	30	24.22%

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)

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
	We managed to get an inventory done and our staff worked really hard on providing our community with online programming and resources.	-Unfortunately, after the initial lockdown our hours were cut from 28 hours of operation per week to 19 hours per week. -This library is located on a Canadian Armed Forces (CAF) base. With the latest shutdown the Base cut of all casual staff positions, including library staff. Next year's numbers will be dropped significantly because as of January 8th, until restrictions lift, it is only myself on Staff. -I am currently working mostly from home as per the AHS/CAF mandate but open every Friday from 10-3 for curbside services, as well as email appointment curbside services if Friday doesn't work for them. -All of this combined, it has put a lot of stress on myself. -Prior to March 13, when the library closed do to the shutdown, the library set up three gaming systems for patrons to use when they visited the library. These systems were busy all the time, used by both individuals and families.

Indigenous Grant Recipient Information
Reporting tool for the Indigenous grant provided by Alberta Municipal Affairs.

Library Board
Provide the legal name of the library board as set out in the *Libraries Act*.

	Name of Library Board
	Northern Lights Library Board

Contacts

	Name	Email	Phone	Alternate Phone
Respondent	Jessica Morris	jmorris@nlls.ab.ca	780 724 2596	
Indigenous Liaison	Vacant	---	---	

System/Library Information

Reserves and Settlements within Service Area
List all reserves and settlements that the library/system provides service to.

	Reserves and Settlements within Service Area
	Heart Lake First Nation, Kikino Metis Settlement, Fishing Lake Metis Settlement, Frog Lake First Nation, Saddle Lake Cree Nation, Cold Lake First Nation, Whitefish Lake First Nation, Buffalo Lake Metis Settlement.

Library Awareness
Report the number of activities that promoted awareness of library services to Indigenous communities (e.g. trade shows, open house, participation in community nights).

	Library Awareness
	10

Partnerships Created

List all of the organizations partnered with to provide services. This can include Indigenous organizations or non-Indigenous organizations and can include system or local library/branch partnerships.

	Partnerships Created
	KMS - Family Resource Network Kohls School LLB Canadian Native Friendship Center PLSB - Voices of the Land Project Cold Lake First Nations Elizabeth Metis Settlement Cold Lake Friendship Centre Fishing Lake Metis Settlement Saddle Lake Education Band Buildings Maintenance crew

Meetings with Stakeholders for Indigenous Service

List any notable engagement sessions and/or meetings attended.

	Meetings with Stakeholders for Indigenous Service
	Rural, Native, and Tribal Libraries of All Kinds Committee Meeting at ALA Midwinter - Anti-Racism and Anti-Opresion Training, Session 4 of the Diversity and Inclusion Workshop organized by Peace Library System, NLLS and Yellowhead Regional Library in November 2020. Accessible Public Library Service - online trainging offered by PLSB, NNELS and CELA - December 2020 Anti-Racism and Equity is for Everyone - Webinar organized by Board Leadership Calgary 2020 Virtual learning event. December 2020 Fishing Lake Mobile Library: Intro and Training Meeting - Aug. 6/2020 Fishing Lake Metis Settlement Digital Storytelling/Voices of the Land - Sept. 16/2020 NLLS On Reserve On Settlement Library Service Providers Meeting - Nov. 2, 2020 Formal Discussion of FLMS joining NLLS System - Feb. 18, 2021

PD/Cultural Training Opportunities for Board and Staff

List all Indigenous cultural training or professional development opportunities in which the board or staff participated.

	PD/Cultural Training Opportunities for Board and Staff
	Indigenous Canada , Masive Open Online Course (MOOC) from the Faculty of Native Studies - University of Alberta. A 12 weeks course, started on October 2020. Polaris Leap training - 1hr Diversity, Equity, & Inclusion Workshop - Inclusifyy - 15hr Steps to Reconciliation in Alberta Libraries - 4.5hr

Service Personnel Hours

Paid and unpaid staff that worked at the system/library on Indigenous initiatives during the reporting period. Do not include hours of work for outreach locations.

	# Employees	Total Hours/Yr
MLIS or Equivalent	1	92.00
Other University Degree	3	1,109.50
Library Technician	1	96.00
Library Operations Certificate	0	0.00
Other Tech/College Diploma	1	152.00
Other	1	18.00
Total Employees	7	1,467.50

Indigenous Content Programs in Municipal Libraries

Please list any programs run in municipal libraries/branches that included content about Indigenous matters, such as arts, culture, history, and language learning.

A library program is a pre-planned, coordinated event that: is hosted/presented by the public library; is set for a designated time and place; has a defined purpose; has library resources dedicated for it; may involve a registration process and/or some promotion of the event.

	Programs	Program Content
	80	TREX exhibit with Indigenous content at the main branch Wii/Xbox/Games Maker Space Pop up Library Special/ Proctoring

Circulation of Materials to Users Residing in Indigenous Communities

If the ILS can retrieve the information (via postal code or the "Where they live" field), report the number of items circulated directly to library users from reserves or settlements. Include all items that are charged out for use, whether the use is inside or outside the library. Do not include interlibrary loans loaned to other libraries. If this information cannot be retrieved, please check "N/A" for not applicable.

	Total Circulation
	1

Interlibrary Loan to Library Users Residing on Reserve or Settlement

Please provide any information you have about interlibrary loan borrow or loan requests to library users from reserves/settlements. If this information cannot be retrieved, please check "N/A" for not applicable.

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 library user. Providing a substitute for the requested item (e.g. a photocopy) is also considered to be an interlibrary loan.

	Items Borrowed	Items Lent
		n.a.

Cardholders from Indigenous Communities

Report the number of active cardholders (active cardholders are those whose cards have not expired).

Note: If your library offers family cards and provides only one card/one user 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 user record, do not multiply by 3.1.

	Total Cardholders
	n.a.

Outreach

Fill this section out **ONLY** if your library/system provides outreach services (in the form of programming, training, or circulation of books) on First Nation reserves and/or Metis Settlements.

If your library/system does not, please go to the Accomplishments and Comments section.

Outreach Hours of Service

List outreach locations, number of visits (i.e. weekly, monthly, one-time, etc). If outreach visits are frequent and recurring, please list the regular open hours for programs/service.

This section uses 'repeating rows' - which enables 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.

Summary	2	80
	Outreach - Location	Outreach - Number of Visits
	Heart Lake	56
	Kikino	24

Facilities

Explain what type of facility(ies) the outreach library service is operating in e.g. Band office, school, community centre, etc.

	Facilities
	Schools Friendship Centre

Door Counts/Library Usage for Outreach Locations

	In Person Visits	Count Method (In Person Visits)
	0	

Outreach Service Personnel Hours
Paid and unpaid staff that worked at outreach locations during the reporting period.

Staff
Report qualifications and the number of all paid staff (full and part time) who work at outreach locations. Report the total number of employees (i.e. "live bodies") and the total hours worked in the reporting year.

	# Employees	Total Hours/Yr
MLIS or Equivalent	1	92.00
Other University Degree	3	1,109.50
Library Technician	1	96.00
Library Operations Certificate	0	0.00
Other Tech/College Diploma	1	152.00
Other	1	18.00
Total Outreach Employees	7	1,467.50

Collections/Resources
These are dedicated materials for direct public library service on reserves/settlements.

Print Items
Report on the number of print items specific to the outreach collection.

	Number of Print Items
	0

Non-Print Items
Report on the number of non-print items specific to the outreach collection.

	Total Non-Print Items
	0

Reference Transactions from Outreach Users
A reference transaction is an encounter between a library user and 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 a directional or administrative question. Report the number of reference transactions for the reporting year (either from an actual count or 1 outreach visit x total number of visits in the reporting year to provide an estimate). ** Anyone who receives service on reserve or settlement.

	Total Reference Transactions	Count Method
	0	

Programs in Outreach Locations

A library program is a pre-planned, coordinated event that 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 an may involve a registration process and/or some promotion of the event

	Total Number of Programs	Total Number of Participants
	0	0

Card Fees at Outreach Locations

Indicate **YES** or **NO** if card fees are charged.

	Do you charge card fees?	If yes, please provide a breakdown
	No	

Electronic Performance Measures

For outreach to reserve or settlement only.

Public Access Computer Use

Report the number of separate times each public workstation was in use for the reporting year and indicate if it was an actual count or an estimate (1 outreach session worth of tracking x number of times outreach library is available throughout the reporting year).

	Public Access Computer Use	Count Method
	0	

Printing, Faxing, Photocopying Services

Report on usage, if applicable.

	Printing, Faxing, Photocopying Services

E-Resources

List any e-resources that have been requested at outreach locations.

	E-Resources Requested

Accomplishments and Comments

Provide your comments below. Please do not paste in text from a Word document as LibPAS is not compatible with Word formatting.

	Accomplishments	Comments
	During COVID our Library did a complete audit of our Indigenous Services Collections. New Adult and Children's Indigenous collection areas created in South Branch. New Adult and Children's Indigenous collection areas created in South Branch. New Adult and Children's Indigenous collection areas created in South Branch. New updated equipment for department including a receipt printer was purchased for department. Our new marketing signage outside our Branch has Dene included.	

[1], NA(*0-2021-03-11*)

Organizational Review – Next Steps

James MacDonald – Executive Director
March 5, 2021

Dr. Margaret Law conducted an organization review of Northern Lights Library system at the end of 2020 and beginning of 2021. In that review she made 36 specific recommendations. This response does not address all 36 but outlines the next steps in moving forward to address her findings. In a nutshell those steps are:

Address the plan of service → Organize the workforce → Define our services → Create an implementation plan → Reformat the budget

Of course, these are not strictly linear steps. There will be natural overlap and refining of all of these. This document is an implementation plan of the findings of the organizational review. Addressing its findings must be a priority for the organization to obtain a clear return on that investment.

Table of Contents

Address the Plan of Service

Timeframe: before end of April 2021
Responsible: Executive Board with assistance from Executive Director

Margaret Law suggested the development of a working plan of service and provided an example:

1. Provide efficient and effective service to our members to support their success in serving their communities.
   - Update Master Agreement (9,15)
   - Facilitate training for member libraries and their boards (1,2,3)
   - Implement a mechanism for improved communication with members. (6,4)
   - Define and strengthen core services (12)
   - 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
   - Implement appropriate technology for online professional development (5)
   - Update service plans for each NLLS department (10)
   - Implement mentoring program for new librarians and trustees (16)
   - Implement an HR strategy to support the goals of the Plan of Service
3. Collaborate with others to support excellence in library service.
   - Communicate the value of libraries (7,8)
   - Share services and access to information resources with other libraries and organizations.
   - 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)
   - Develop and adopt a values statement to be included in orientation of staff members and trustees
   - Review HR policies and practices to support these values.
   - Create mechanisms to support transparency of information within the system (14)

Address our Organizational Structure

Timeframe: end of April 2021
Responsible: Executive Director

The organizational structure of Northern Lights is key to addressing current issues and to successfully implementing our strategic priorities. Of the 36 recommendations made by Dr. Law 6 are directly related to our organizational structure. These are:

In short, these recommendations are:
1. Consider a new organizational structure to reflect and reinforce your core services
2. Review and revise employee job descriptions
3. Address the leadership of Bibliographic Services
4. Analyze and revise the goals and desired outcomes of the marketing department
5. Reconsider the role of an Executive Assistant
6. Consider the language used to describe your organization (departments)

Consider a new organizational structure to reflect and reinforce your core services

Dr. Law proposes the reorganization of our department structure and gives one possible iteration. We do have a strange organization: a department head with no one else in the department, people performing multiple roles (finance/bib services), a lack of administrative support, and in some places a lack of clarity with roles.

Action: institute an organizational structure that reflects the core services of the system

Review and revise employee job descriptions

This recommendation indicates a need for clarity among the staff as to their roles, functions, and how they contribute to the overall goals and direction of the system. We'll expand this to a review of the purpose and description of each department.

Action: after reorganization revise each job description with managers and individual staff.

Address the leadership of Bibliographic Services Department

Dr. Law's suggestion that we "review the bibliographic services area to ensure that we are taking advantage of current offerings from vendors" would be addressed best by employing an experienced collections librarian as the head of this department. There is specialized knowledge in this field of librarianship including workflow, cataloging, and acquisitions that our organization could benefit from. Even a cursory look at this department by a librarian raises interesting questions about our current processes:

1. Why are our library profiles so wildly different? Is there room for greater standardization and efficiency?
2. Have we explored any sort of patron driven acquisitions models for e-content?
3. Can we improve on our bibliographic records to reduce duplication across TRAC?
4. Can we take advantage of vendor side processing and direct delivery?

An experienced collections librarian could help us answer these questions among others and position us to take advantage of future changes in the field. The current manager of this department is doing the job because it needs to be done but does not have the desire or expertise in the area that we need. Continuing in this fashion is unfair to the current manager and does not set us up for future success.

Action: Better define this management role, its department, and hire a new manager for this area.

Revise the goals of the Marketing and Communications Department

What is the purpose of this department? Is the purpose to consult with and support libraries on how to best market themselves to their communities? Or is the purpose to market the system to our members and ensure that we are communicating well with our membership? In its current iteration the department feels like a catch all for work in both of these very different areas. It includes a significant number of clerical tasks and lacks overall direction. An analysis of

our past two plans of service, point to a great need for clear and regular communication from and to system headquarters and its membership.

Action: Determine where the functions of this role best fit, remove clerical work, and focus on the internal communications aspects of the role. Consider moving the role in the organizational structure.

Reconsider the role of an Executive Assistant

We have already taken steps to restore the administrative assistant position to a role that can cover much of what an Executive Assistant does. An executive assistant would be ideal, however, for the time being we will proceed by clarifying and reinforcing the administrative assistant position (which serves the whole organization rather than being dedicated support for the executive).

Action: define the administrative assistant position and move clerical tasks from across the management team to this role.

Consider the language used to describe your organization (departments)

It is recommended that we change the Public Services Department to something that better reflects what the department does. We do not serve the public but our membership. This is one example of how our language can influence our thinking. If there is one instance of this there are bound to be more. For example, the Bibliographic Services Department means something to librarians and those that have worked in libraries but what does it mean to board members joining us for the first time. Changing the terminology there may better orient the people we need to understand what we do the most.

Action: review our terminology used in presenting the organization and consider the implications of the language we use, change where warranted.

Develop a service catalog

Identifying our core services and what we provide for our membership was a theme throughout the organizational review. This also shows up in multiple places within our plan of service:

- Update Master Agreement (9,15)
- Define and strengthen core services (12)
- Update service plans for each NLLS department (10)

A well-developed and clear service catalog is the foundation for communicating our value to all our stakeholders. This catalog will reflect the organizational structure of the system. Its development will be informed by our reorganization. Dr. Law's recommendations:

RECOMMENDATION	Category	Timeline	Responsible
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.	3.8	Year end	ED
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.	3.11	Year end	ED
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?	3.1	May	Management team

Action: Develop a service catalog and individual library return on investment (ROI) statements that reflects our revised organization and our strategic priorities.

Develop an implementation plan for the plan of service

Timeframe: by end of June 2021
Responsible: Executive Director

With the plan of service, a refined organizational structure, and defined services in place we can focus on the creation of an implementation plan for achieving our strategic priorities. You might note that this document is something of a proto-implementation plan. An implementation plan for the organizational review rather than the plan of service. We need to get set up and

position the organization to do the work outlined by our strategic priorities (aka plan of service).

Reformat the budget to reflect the above

Timeframe: by November board meeting
Responsible: Executive Director, Treasurer, Executive Board

Finally, with the Plan of Service, organizational structure, service catalog, and implementation plan in place we will be well positioned to address the format of our budget. A clear and transparent budget is possible when the structure of our organization, what we do, why we do it and our strategies to achieve it are also clear.

Strategic Goal

Advocate and communicate the value of libraries

Communicate to communities the importance of libraries

Engagement with local libraries and their boards

Strengthen NLLS core services in assisting and referring library needs and requests

Providing transparency of shareable information within our system

Strengthen relationships with libraries in the region

Confirm and reinforce guidelines and expectation between all stakeholders

Uphold a NLLS culture to share in a respectful, inclusive, and diverse environment

Improve showcasing of library services

Investigate new technologies

Research and present to libraries affordable technology options

provide affordable technology for online professional development as required

Provide better integration among managers through training networks

Provide ongoing professional development at general board meetings, conferences, and workshops

Provide training opportunities to libraries and board members

Provide cost savings when offerring professional development

Monitor trends and initiatives

Open the global door and share new and emerging concepts for all stakeholders

Provide advocacy training

provide yearly reports to municipal and library boards

Develop and provide new board member orientation packages

Match mentors for new librarians and new trustees within the NLLS system

Investigate and share various grant writing and fundraising opportunities to library boards

Consult with libraries before implementing or changing services

Continue library managers meetings

Ensure timely communication to all partners of applicable rollouts and updates

Communication before system implementation

update and rollout Master Agreement

update service package for each NLLS department

Establish a mission statement recognizing NLLS exists to serve member libraries

Improve marketing through a variety of streams

Provide marketing tools through a variety of streams

Create, review, evaluate, and implement a NLLS tech plan

Administration to develop business case for mentorship

NLLS provides sufficient funding for effective skills building professional development

Update system related training

Theme

Communication

Goal 1: Collective Library Services

Goal 4: Better collaboration with libraries

Communication

Follow-up

Goal 5: Professional development

Follow-up

Follow-up

Goal 1: Collective Library Services

Goal 2: Technology

Goal 2: Technology

Training

Goal 1: Collective Library Services

Goal 3: Board development

Training

Training

Goal 5: Professional development

Follow-up

Goal 3: Board development

Communication

Goal 3: Board development

Follow-up

Communication

Goal 4: Better collaboration with libraries

Goal 4: Better collaboration with libraries

Training

Training

Communication

Communication

Goal 3: Board development

Goal 1: Collective Library Services

Communication

Goal 2: Technology

Goal 5: Professional development

Goal 5: Professional development

Training

Lead Department	Keyword	Type
Administration	advocacy	Strategic
Marketing & Communications	advocacy	Strategic
Administration	board	Strategic
Administration	communication	Strategic
Administration	communication	Strategic
Administration	culture	Strategic
Administration	culture	Strategic
Administration	culture	Strategic
Marketing & Communications	marketing	Strategic
Information Technology	technology	Strategic
Information Technology	technology	Strategic
Information Technology	technology	Strategic
Public Services	training	Strategic
Public Services	training	Strategic
All	training	Strategic
All	training	Strategic
Public Services	Visioning	Strategic
Public Services	Visioning	Strategic
Public Services	advocacy	Task
Administration	advocacy	Task
Administration	board	Task
Administration, Public Services	board	Task
Public Services	board	Task
Administration	communication	Task
Public Services	communication	Task
Marketing & Communications	communication	Task
Information Technology	communication	Task
Administration	communication	Task
Administration	communication	Task
Administration	culture	Task
Marketing & Communications	marketing	Task
Marketing & Communications	marketing	Task
Information Technology	technology	Task
Administration	training	Task
Administration	training	Task
Public Services	training	Task

RECOMMENDATION	Category	Timeline
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.	2.4	August
In the future, should the position of Finance Manager become available, consider hiring a qualified accountant.	5.3	Future
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.	2.1	Immediate
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.	2.2	Immediate
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.	2.3	Immediate
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.	2.5	Immediate
Develop and implement a template for the CEO's report. A sample follows at the end of this section.	2.6	Immediate
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	2.7	Immediate
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.	3.6	Immediate

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.   4.6 Immediate

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.   1.5 May

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.   2.8 Novemeber

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.   1.3 May

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.   3.11 Year end

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.   3.8 Year end

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.   1.4 Year end

Review all of the goals from the previous Plan of Service and rank them as Advanced significantly/ Somewhat advanced/ Not advanced/ Not sure.   1.1 March

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   1.2 March

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.   4.1 Septemeber

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.

3.9 Year end

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.

4.2 Year end

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.

3.4 End 2022

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.

3.5 April

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.

4.3 April

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.

4.11 April

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.

4.5 Immediate

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.

3.2 March

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.

4.9 April

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 restrictions in travel and gathering, consider ways to increase personal contact with members, for example using Zoom or telephone calls instead of email.

3.3 End of year

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.

3.7 Immediate

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.

4.7 Immediate

Develop annual goals for each employee as part of the annual review process.

4.4 March

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?

3.1 May

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. 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.

4.8 Year end

5.1 Year end

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.

5.2 Year end

Responsible	Notes	Status
Admin	Student assistant over the summer could be useful here. Move to the Teams file system	
ED		
ED		
ED		
ED		
ED		
ED		
ED		
ED	This just stops - board members contacting staff are to redirect the board member to the ED. (Address in All-staff mtg. Then again on an as needed basis)	

ED

ED

Develop an orientation package
and checklist for this. This
should be in place for new board
ED   members in Nov.

ED/Board

ED/Board

This is ongoing every year. Step
1: develop service catalog, ROIs,
ED/Board   presentation.

ED/Board

ED/Board

ED/Board

Draft an employer culture
ED/Board   document for discussion start

ED/Board

Start by drafting the job description letter to be sent to councils.

ED/Board

Management team	Part of the general reorganization. Step 1: hire a new manager for this department
Management team	Part of the overall reorganization
Management team	Part of overall reorganization

Management team	Part of overall reorganization	
Management team	As part of general reorganization	
Management team	Part of overall reorganization	
Management team	Have Communications draft a template for job advertisements to be discussed by management team. Ensure we put the template in a place it can be found.	Complete
Management team		
Management team		

Management team

Management team

This will be messy at first as a
cart before the horse type issue.

Management team

Management team

Management team

Start with the 2022 budget

Management team & treasurer

STATEMENT OF POLICY AND PROCEDURE			
Section:	NLLS BOARD	Effective:	
Chapter:	Vision and Policy Statements	Page(s):	
Subject:	**Role of Treasurer**	Revised Date:	New
			Sec 2, 1R
		Reviewed:	

ROLE OF BOARD TREASURER

1. The role of the Treasurer is to work with administration to ensure the integrity of the Northern Lights Library System budget, to draft motions pursuant to the budget, and to ensure the budget reflects the strategic goals of the system.

2. The Treasurer:
   a. Represents the interests of the board in discussions and development of the system budget with administration
   b. Assists in the preparation of the annual budget documents
   c. Ensures the budget reflects the strategic priorities identified by the board
   d. Does not have authority to make decision beyond policies created by the Board
   e. The Board Chair or Vice Chair, in the event of the absence or disability of the Treasurer, will assume and perform the duties and function of the Treasurer.
   f. Is not ex officio, and not required to attend committees, however can attend without compensation.

NLLS Executive Board Chair

Date of Approval