



## MEETING AGENDA— EXECUTIVE COMMITTEE MEETING

### MEETING INFORMATION

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Date: July 9, 2021

Time: 10:00am

Join Zoom Meeting

<https://us02web.zoom.us/j/81384467360?pwd=WCtUV21EMUZUWE03NFBGZExRQ05qZz09>

Meeting ID: 813 8446 7360

Passcode: 380668

**Attendees via Zoom:** Vicky Lefebvre, Larry Tiedemann, Barbara Smith, Karen Shaw, Justin Thompson, Debra McQuinn, Jen Anheliger, Jodi Dahlgren, Cyndy Heslin, Jill McLuckie, Jodi Dahlgren, James MacDonald.

Called to order: 10:01am

### AGENDA ITEMS

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1. *Approval of Agenda*

**M:** Karen Shaw moved the agenda as presented.

Carried

2. *Approval of Previous Minutes – [Draft Minutes May 29, 2021](#)*

**M:** Jill McLuckie moved to accept the minutes as presented.

Carried

### FOR DISCUSSION / INFORMATION

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1. [Chair Report](#)

a. [Mundare Council Meeting Notes](#)

**M:** Barbara Smith moved to accept the Chair Report as presented.

Carried

2. [Library Manager's Council Chair report](#)

**M:** Debra McQuinn moved to accept the Library Manager's Council Report as presented.

Carried

3. [Financial Report for June, 2021](#)

**M:** Jenn Anheliger moved to accept the financial report as presented.

Carried

4. Executive Director Report – Verbal

Weekly Reports since last Executive:

- Week Ending July 2 – 3 day week (will send July 9)
- [Week ending June 25](#)
- Week ending June 18 – Moving from Utah

- [Week ending June 11](#)
- [Week ending June 04](#)

Update on action items from previous meeting:

- Letter to ministers and MLAs (see agenda)
- Response to Island Lake (see agenda)
- VOIP changes. VOIP services cancelled, and wireless equipment ordered and awaiting install
- GICs due June 1<sup>st</sup> were placed in Notice Demand Accounts in a 90-day rolling principle and interest as directed.

**M:** Jill McLuckie moved to accept the report as presented.  
carried

5. [Implementation Plan](#)

**Briefing Note:** The implementation plan is a 1-year plan outlining the steps we are taking February 2021 to February 2022 to meet our Plan of Service. We are looking for feedback on the plan and approval from the Executive to keep moving in this direction.

**M:** Larry Teidemann moved to accept the Implementation Plan as presented.  
Carried.

6. The future of the Alberta Library Conference

**Briefing Note:** From Jen Anheliger, "ALC committee has announced that they are moving forward with a conference at Jasper Park Lodge for the 2022 year. ALC technically functions as a committee of LAA and ALTA. ALTA will not be submitting any sessions for ALC as we are pivoting to a broader way of delivering content and increasing access for trustees across the province. Through webinars and potentially LAA collaborated symposiums. ALTA and LAA are also reviewing our relationship with the ALC committee as a whole. I am not sure the future of ALC as its committee generally functions independently, however, it likely will not be the place for trustee PD going forward.

**Action Item:** Executive Director to determine what other systems are doing regarding ALC this year.

7. Letter to MLAs and Ministers

**Briefing Note:** As requested in our last executive meeting, I have drafted a letter to Minister McIver and other Alberta ministers. The letter and infographic proposed to be sent out is linked here for further discussion and editing before being sent.

- [Letter – draft](#)
- [Infographic](#)

**Action item:** Director to send the letter out to the minister and the MLAs in our region.

8. [Response to Island Lake Withdrawal Letter](#)

**Briefing Note:** We received a letter from the Summer Village of Island Lake ([Letter of Withdrawal from Island Lake](#)) providing notice of withdrawal from the system. They clearly do not understand the benefits of system membership. We requested to meet with their council via the attached letter as directed in the last Executive meeting.

- Levy is \$2,348.88
  - \$490.20 of this goes to book allotment
- Their membership nets them a grant of \$1,349 from the province
- There are 32 active library members in their community
- Non-resident fee is 50\$ (should we consider increasing this?)
- I will reach out to Cynthia in Athabasca (their closest library) to further discuss

**Action item:** Director to send Jenn Anheliger the information to join for this meeting with Island Lake in Westlock

9. Population Statistics update and discussion. [Letter from Peace Library System](#).

**Briefing Note:** Michelle Toombs (director of Marigold Library System) recently spoke to Jennifer Hansen, Manager, Demography and Social Statistics for the Office of Statistics and Information, Alberta Treasury Board and Finance regarding how the province is calculating population statistics. As this is how we calculate our levies changes here can have a big impact on our budget and on our member municipalities. Michelle provided the following notes from that meeting”

The municipal population numbers received from Treasury in 2020 are not the population numbers that will be released starting in January 2022. The Provincial Government is shifting to population estimates. Model is not ready for sharing with the public just yet. “Ours will be different next year,” she says.

- 2020 municipal population estimates from Treasury were based on Stats Can population numbers
  - There were estimated annual adjustments to account for “net census under count” that we have not been seeing, a probable reason for the variances from the previous Municipal Affairs population numbers
  - “Net census under count” is a percentage estimate to account for the likelihood of undercounting population as well as double counting (e.g., shared custody) during a census count. The formula is applied annually to census counts and explains why Black Diamond’s population went from 2700 to 2821.
  - For the 2020 numbers from Treasury that showed very different results (there were several such as Oyen – 25%), Jennifer has had conversations with those municipalities.
  - Upcoming Treasury numbers should bring those population estimates more in line, she predicts.
- The new Treasury estimated population numbers will be calculated using administrative data and records and will be changed on a yearly basis. Examples of Alberta-based admin records include:
  - Vital statistics (births, deaths, in and out migration)
  - Changes in Drivers’ license addresses
  - Health Registry
  - Census data for the municipalities that do census (not expected to be a common occurrence because of the expense)
  - Current boundaries to account for changes in boundaries, such as areas that have been expropriated and absorbed into cities.
- The new method for calculating Alberta’s census totals will be applied to the Stats Can numbers. In other words, Stats Can will be using Alberta Treasury numbers going forward.
- This new population method was announced by the province in 2019, based on the principles of
  - Currency. Annual adjustments for all municipalities in Alberta
  - Consistency. 30% of the municipality did census and not every year. Some did this well, others not so well.
  - Fairness. Grants distributed more evenly based on population needs, for example.
  - Red tape. Remove costs and admin tasks from Municipalities, although a municipality can do its own census if they choose.
- If we have questions about the 2022 released population numbers, it is OK to give her a call.

**M:** Justin moves to direct the Executive director to send a response to Peace that at this time the NLLS system wishes them well with this question, but we will not join on this letter at this time.

**Larry Left the meeting at 11:39**

10. With board elections last general board meeting a new vice-chair must be elected to the Executive. Nominations from the floor?

Deb nominated from the floor by Barb and Deb accepted  
Cyndy put her name forward for the position of Vice Chair

**M:** Jenn Anheliger moves to cease nominations for Vice Chair  
Carried

Cyndy Heslin elected as the new Vice Chair.

**M:** Karen Shaw moves that nominations for Treasurer position cease  
Carried

Debra McQuinn elected as treasurer by acclamation.

**M:** Cyndy Heslin moves to remove Warren Griffin from Northern Lights Library System signing authority.  
Carried

**M:** Justin Thompson moved to add Cyndy Heslin to Northern Lights Library System signing authority  
Carried

11. Membership request from Fishing Lake Métis Settlement

Briefing Note: After discussions with Fishing Lake, they made a motion in council to join Northern Lights Library System. We have sent them a letter of welcome with next steps in the process and the membership agreement. We are proposing to copy the offer made to Frog Lake and cover their levy fees for 3 years with the provincial Indigenous grant funding.

- [Letter Welcome and Next Steps sent to Fishing Lake council](#)
- [Letter to Provincial Government](#)

**M:** Jill McLuckie Moved to accept Fishing Lake's request to join NLLS and waive the annual municipal and board levy fee for 3 years.  
Carried.

**M:** Barbara Smith moved to amend the agenda to include an in-Camera session.  
Carried

## **12. In Camera meeting 11:55**

**M:** Jill McLuckie motion to enter in camera at 11:55  
Carried

11:55, James MacDonald and Jodi Dahlgren left the meeting.

**M:** Deb McQuinn motioned to exit In Camera meeting at 12:16  
Carried.

## **13. August 27, 2021 at 10:00 am, General Board Meeting**

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

**M:** Jill McLuckie motioned to adjourn the meeting at 12:19  
Carried

#### NEW ACTION ITEMS

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1. **Action item:** Executive Director to send Jenn Anheliger the information to join for this meeting with Island Lake in Westlock
2. **Action Item:** Executive Director to determine what other systems are doing regarding ALC this year.
3. **Action item:** Director to send the letter out to the minister and the MLAs in our region.

Board Chair Report June 29<sup>th</sup>, 2021

Met with Minister and PLSB on upcoming consultations of department on looking at changing, tweaking, cutting red tape of Library Act/Regulation Meeting via Zoom

We did not get into weeds just high level how consultations would be done. We recommended they come through systems first and we can assist helping our library boards and municipalities

As a note our concerns here were # required MLIS per population required by systems and the ability to use some #'s in your area towards these numbers possible sliding scale consideration, terms (4 yrs.) same as council, alternate on boards. I sent out a note with their agenda. Minister reaffirmed commitment to Libraires.

Attended Alta Meeting Jenn can update on that. She is our rep NLLS and we still need an alternate. They provided financial statement and all things can be viewed on their website. They explained new direction without and ED and why the decisions were made. I have to say there was no surprises as Jenn has kept us fully up to date at the system level as to what they are doing. Thanks, Jenn, for doing a good job there. Meeting via Zoom

Working with Warren and Cyndy on staff review of ED. We will have an in-camera session to cover. Email and 1 meeting booked June 30<sup>th</sup> via Zoom

We (James & I) have some scheduled meetings with Mundare July 6<sup>th</sup> in person, Mewatha Beach July 16<sup>t</sup> via Zoom<sup>h</sup>, Gibbons July 28<sup>th</sup> via Zoom

Vicky Lefebvre

[Gillesvicky74@gmail.com](mailto:Gillesvicky74@gmail.com)

7805731926

# Mundare:

Council Presentation Notes

July 6, 2021

Population:  $855 * 5.23 =$

- \$4,471.65 council
- \$4,471.65 library board

250 registered patrons in the system.

Total levy: \$8943.30

Book Allotment: \$1,838.25

\$2,153.44 spent on collections so far this year

## Circulation Numbers

2020	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	Grand Total
<b>Overdrive</b>	121	99	117	143	136	158	134	151	135	145	141	136	<b>1616</b>
<b>Cloud Lib</b>		4	7	22	8	5	3	0	4	9	7	6	<b>75</b>
<b>hoopla</b>	10	13	14	15	11	4	11	7	12	11	12	15	<b>140</b>
													<b>2,725</b>

2021	JAN	FEB	MAR	APR	MAY	JUN	Grand Total
<b>Overdrive</b>	148	135	226	145	158	127	<b>812</b>
<b>Cloud Lib</b>	2	1	1	1	1	1	<b>7</b>
<b>hoopla</b>	16	9	13	11	15	1	<b>65</b>
							<b>884</b>

2020 Checkouts: 2725 = \$68,125

2021 Checkouts: 1674

Value of circulation:

2020 = \$68,125 in physical circulation

2020 = \$95,375 in ebooks/audiobooks

= \$163,500 in circulation value in 2020.

## Bibliographic Services

In 2020, Mundare ordered 68 new items, sent in 17 items on cataloging sheets and Paul processed 36 items. So far in 2021, Mundare has ordered 61 new items, 0 items have been sent in on cat sheets and Paul has processed 64 items.

## Help Desk Numbers:

Total Tickets **2020**: 28

Administration 3

Bibliographic 10

IT 7

Marketing 3

Public Services 5

These numbers are consistent with the 2020 numbers and we anticipate similar numbers in 2021.

## Meetings and Site Visits

Assigned consultant is Joanne Knysh: "I've met the manager **twice** over Teams (May 18 and June 17) and had **one** site visit with her (May 3). During our site visit, I did a lot of troubleshooting/teaching about Outlook and Teams."

## Library Hours

Tuesday

10:00am - 4:00pm

Thursday

10:00am - 4:00pm



# LIBRARY MANAGER'S COUNCIL REPORT

NLLS Executive Meeting – July 9, 2021

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## LMC Executive

- Jodi Dahlgren, Chair (Wainwright Public Library)
- Tracy Woloshyniuk, 1st Vice Chair (Newbrook Public Library)
- Donna Williams, 2nd Vice Chair (Vegreville Public Library)
- D'Arcy Evans, Secretary (Myrnam Community Library)
- Maureen Penn, Past Chair (Lac La Biche County Libraries)

## LMC Meeting (June 2, 2021)

- 28 Library Managers, 8 NLLS Staff and the NLLS Board Chair attended.
- We started off with introductions and sharing something positive that came out of COVID-19. Libraries tried new ways of providing service such as virtual programs, curbside pickup, craft kits, etc. Some reported that they got to know their patrons better as they were picking out items for pickup and had the opportunity to attend conferences and training that wouldn't be an option in-person.
- We were given an update on the server migration and moving the public computers to the domain.
- We discussed lending out hot spots and some other possible options to get Wi-Fi to our patrons. This is a project the TSI Manager will investigate when he/she starts.
- James presented the NLLS Organizational Review to the managers.
- James also presented the plan for switching to cell phones and Microsoft Teams and removing the phone system.
- The Collaborative Summer Reading Program is now up and running. Libraries are hosting various virtual programming for patrons from across the region to partake. There are weekly Storytimes, Lasers & Feelings (similar to Dungeons and Dragons) and Trivia Afternoons/Nights. As well, each library has been added to the games Pokémon Go! and Wizards Unite.
- Our next meeting will be held on September 29, 2021 and will hopefully be in-person. The one after will be on February 23, 2022.

## Updates

- Lac La Biche County Library was featured in Booklist Online talking about their musical instrument library. <https://www.booklistonline.com/Notes-from-the-Field-Lac-La-Biche-County-Instrument-Library/pid=9749205>

Respectfully Submitted

Jodi Dahlgren, LMC Chair

librarian@wainwrightlibrary.ab.ca



*Northern Lights Library System*

## *Executive Director Weekly Board Update*

**Date: June 25, 2021**

The following report is for your information. 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**

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- Next general board meeting August 27, 2021 (10:00am)
- Next Executive meeting July 9, 2021 (10:00am)
- Vicky and I attended a meeting with PLSB and Minister McIver on methods they should use in consultations on the library act. We look forward to several consultation meetings in the fall.

### **OPERATIONS**

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- I am pleased to announce that we have hired a new manager of Technology Services & Infrastructure. Tim Kuelker will be starting on August 3<sup>rd</sup>. Tim comes to us with 8-9 years of progressive library experience in British Columbia. He has done the job of a circulation clerk, then into supervising circulation teams and on to supervisory roles in library technology services. In that time he has completed his library technical diploma, followed by his bachelor's degree and is now accepted for the fall to the online MLIS program at the University of Alberta. His supervisory experience, coupled with his progressive education and his near decade long experience in public libraries will certainly lend itself to success in this position. Tim will join us from the Whistler Public Library.

### **LIBRARIES**

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- Fishing Lake Settlement made a motion in council to join us. We are excited to engage with them more fully and for the work our Indigenous Relations Advisor, Mary Dustow, is doing to make connections.
- I met with the Tofield library board last week and representatives from their local school. We are hopeful that partnerships between the two can be strengthened there.
- I met with the Lac La Biche library board this week to discuss progress on our network infrastructure.
- Summer Reading Program is beginning in earnest.
- Lots of discussion this week with the staff on site-visits to our libraries. We will be out to see you all very soon.

I am still working remotely... from across the street really. We are passed the half-way point of our quarantine. This move has taught me that I may have missed my calling in life as a truck driver.

## EXECUTIVE COMMITTEE MEMBERS

NAME	ZONE	EMAIL	PHONE NUMBER
Vicky Lefebvre	Chair	<a href="mailto:gillesvicky74@gmail.com">gillesvicky74@gmail.com</a>	780-573-1926
Warren Griffin (ML)	Zone 1 - Vice Chair	<a href="mailto:wgriffin@athabascacounty.com">wgriffin@athabascacounty.com</a>	780 675-0470
Larry Tiedemann	Zone 1	<a href="mailto:casperti@telus.net">casperti@telus.net</a>	780-975-0508
Barb Smith (ML)	Zone 1	<a href="mailto:bsmith@boylealberta.com">bsmith@boylealberta.com</a>	780-689-3643
Debra McQuinn	Zone 2	<a href="mailto:mcquinndac@msn.com">mcquinndac@msn.com</a>	780-614-8288
Cyndy Heslin	Zone 3	<a href="mailto:heslin@riley.ca">heslin@riley.ca</a>	780-663-3653
Karen Shaw (Sturgeon County)	Zone 3	<a href="mailto:kshaw@sturgeoncounty.ca">kshaw@sturgeoncounty.ca</a>	587-879-0208
Jennifer Anheliger (ML)	Zone 3	<a href="mailto:jennifer.anehliger@morinville.ca">jennifer.anehliger@morinville.ca</a>	780-380-7296
Jill McLuckie	Zone 4	<a href="mailto:jmcluckie@mannville.ca">jmcluckie@mannville.ca</a>	780-763-6495
Justin Thompson	Zone 4	<a href="mailto:jthompson@vermilion.ca">jthompson@vermilion.ca</a>	780-581-3278

ML = Member at Large

## Zones

### Zone 1

Athabasca County  
S.V. of Bondiss  
S.V. of Sunset Beach  
S.V. of Island Lake  
S.V. of Island Lake South  
S.V. of Mewatha Beach  
S.V. of West Baptiste  
S.V. of Whispering Hills  
Smoky Lake County  
Thorhild County  
Town of Athabasca  
Town of Smoky Lake  
Village of Boyle  
Village of Vilna  
Village of Waskatenau

### Zone 2

City of Cold Lake  
County of St. Paul  
County of Two Hills  
Lac La Biche County  
M.D. of Bonnyville  
S.V. of Pelican Narrows  
Town of Bonnyville  
Town of Elk Point  
Town of St. Paul  
Town of Two Hills  
Village of Myrnam

### Zone 3

Beaver County  
Lamont County  
Sturgeon County  
Town of Bon Accord  
Town of Bruderheim  
Town of Gibbons  
Town of Lamont  
Town of Morinville  
Town of Mundare  
Town of Redwater  
Town of Tofield  
Town of Viking  
Village of Andrew  
Village of Holden  
Village of Ryley

### Zone 4

County of Minburn  
County of Vermilion River  
M.D. of Wainwright  
Town of Vegreville  
Town of Vermilion  
Town of Wainwright  
Village of Chauvin  
Village of Edgerton  
Village of Innisfree  
Village of Irma  
Village of Kitscoty  
Village of Mannville  
Village of Marwayne  
Village of Paradise Valley



*Northern Lights Library System*

## *Executive Director Weekly Board Update*

### **Date: June 11th, 2021**

The following report is for your information. 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**

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- Next Executive committee meeting July 9, 2021 (10:00am)
- Next general board meeting August 27, 2021 (10:00am)
- I met with Vicky (Chair) and Warren (Vice-Chair) this afternoon to discuss an upcoming meeting with the Public Library Services Branch on the Libraries Act.
- Vicky and I have been invited to meet with the Gibbons council in late July.

### **OPERATIONS**

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- I met with the TRAC directors this week. We included the director of Parkland Regional Library System and have hammered out a deal to share our e-book content with one another. This will increase the number of materials available to our patrons and reduce hold queues. The best part – it costs us nothing!
  - Current Overdrive electronic book/audiobook content in TRAC:
    - Current holds – 36,586 holds on 5596 titles
    - eAudio holds – 13,397 holds on 2031 titles
    - eBook holds – 23,189 holds on 3565 titles
    - Holdings – 47,143 titles in our holdings
      - 38,182 are eBooks
      - 8,961 are eAudio
- Parkland is set to invest significant money into its new Overdrive collection and we will see thousands of new items available in our collection as a result. This follows a pattern of sharing with Parkland. Like our Cloud Linking agreement with Parkland our libraries will be unable to see items from their collections that already have holds and vice-versa.
- We are forming a system level Overdrive collection development team to help coordinate purchases to avoid too much duplication.

### **LIBRARIES**

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- Libraries are moving to Phase 2 and are in the midst of reopening.
- The 24 hour quarantine requirement for library materials has been lifted by Alberta Health.

I will be travelling back to Canada from Utah mid next week. This will make me unavailable from Wednesday June 16 to Friday June 18. It is a long drive in a moving truck.

## EXECUTIVE COMMITTEE MEMBERS

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Vicky Lefebvre	Chair	<a href="mailto:gillesvicky74@gmail.com">gillesvicky74@gmail.com</a>	780-573-1926
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## Zones

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S.V. of West Baptiste  
S.V. of Whispering Hills  
Smoky Lake County  
Thorhild County  
Town of Athabasca  
Town of Smoky Lake  
Village of Boyle  
Village of Vilna  
Village of Waskatenau

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Lac La Biche County  
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Town of Lamont  
Town of Morinville  
Town of Mundare  
Town of Redwater  
Town of Tofield  
Town of Viking  
Village of Andrew  
Village of Holden  
Village of Ryley

### Zone 4

County of Minburn  
County of Vermilion River  
M.D. of Wainwright  
Town of Vegreville  
Town of Vermilion  
Town of Wainwright  
Village of Chauvin  
Village of Edgerton  
Village of Innisfree  
Village of Irma  
Village of Kitscoty  
Village of Mannville  
Village of Marwayne  
Village of Paradise Valley



*Northern Lights Library System*

## *Executive Director Weekly Board Update*

### **Date: June 4th, 2021**

The following report is for your information. 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**

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- Next general board meeting August 27, 2021 (10:00am)
- Congratulations to Vicky Lefebvre on her successful election as board chair. This is a 2-year appointment.
- [Draft Minutes](#) of the May 27, 2021 general board meeting are available
- Welcome to the newest member of the Executive Committee, Justin Thompson from Vermilion.
- Thank you to Craig Lukinuk for his service on the Executive Committee

### **OPERATIONS**

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- We have hired a new Web Development Specialist, Hardik Ponda. He will join the team on June 28<sup>th</sup>. Hardik will be working remotely from his home in Regina.
- We conducted further interviews for our Technology Services and Infrastructure manager position.
- We are pressing forward with cellular service upgrades in the headquarters building. This will ultimately increase our library's access to us and reduce overall communication costs.
- These weekly board updates will now also be sent to our library managers

### **LIBRARIES**

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- The Library manager's council met this week. It was a pleasure, as always, to meet with our libraries.
- It appears libraries will be able to re-open later this month. Several have re-opening plans in place and we are facilitating the sharing of those plans in the system.
- Our Summer Reading Program webinar was run by our consultant, Michelle Terriss, this week. From all accounts the program looks to be shaping up nicely.
- Michelle was able to tack on some Microsoft Teams training to the Summer Reading Program webinar. We will continue to train on Teams over the coming months.
- We have scheduled a meeting with the Fishing Lake settlement council regarding system membership for early next week.

My daughter graduated from highschool on Thursday, here in Utah, and I was thus off for the day. Her graduating class had nearly 600 students. The vast majority of that class and their friends and family, having been vaccinated, were able to meet in the football stadium for the ceremony. A ceremony complete with fireworks. It certainly felt like a fitting end to her high school career, and maybe, a sign of the end of this pandemic. Maybe we've all graduated...

## EXECUTIVE COMMITTEE MEMBERS

NAME	ZONE	EMAIL	PHONE NUMBER
Vicky Lefebvre	Chair	<a href="mailto:gillesvicky74@gmail.com">gillesvicky74@gmail.com</a>	780-573-1926
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Cyndy Heslin	Zone 3	<a href="mailto:heslin@ryley.ca">heslin@ryley.ca</a>	780-663-3653
Karen Shaw (Sturgeon County)	Zone 3	<a href="mailto:kshaw@sturgeoncounty.ca">kshaw@sturgeoncounty.ca</a>	587-879-0208
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Justin Thompson	Zone 4	<a href="mailto:jthompson@vermilion.ca">jthompson@vermilion.ca</a>	780-581-3278

ML = Member at Large

## 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 Implementation Plan

February 2021 to February 2022

## Introduction:

An implementation plan outlines the goals and actions required to meet the strategic directions and priorities set by the Board. Whereas the Plan of Service stretches over a 3-year time frame this implementation plan identifies what we aim to accomplish over the next year (2021). This plan outlines our goals or actions, how they contribute to our strategic priorities, the timetables for each, and identifies responsible individuals. Greater specificity on each action or goal will be found in department plans, project reports and plans, needs assessments, and the individual goals of staff members.

An implementation plan is the core document used to evaluate the performance of the Executive Director. As such, it is important that the Executive Committee review the plan and sign off on its adoption. As the implementation plan covers a single year, choices must be made on which strategic directions will take precedence in the year, recognizing that some things must be done in order.

The Implementation Plan reflects the organization and strategic priorities of the Plan of Service. Board members are encouraged to review [the Plan of Service](#) with the implementation plan for context.

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## Training

Professional Development → for libraries → for trustees → for NLLS staff

Northern Lights Library System provides several avenues for library managers and staff to receive training, including one-on-one with our consultants, through videos and webinars in Niche Academy, regular webinars on a variety of timely topics, and more. Multiple training channels and opportunities combine to help deliver a robust training environment that produces confident and competent library staff. Ultimately, NLLS will strive to deliver an organized and predictable approach to training for each of our stake holder groups. In 2021, we will focus on system documentation as the basis to build our training and development programs.

The Plan of Service calls out the following specific needs:

- update system related training
- provide training opportunities to libraries and board members
- provide cost savings when offering professional development
- ensure timely communication to all partners of applicable rollouts and updates
- provide affordable technology for online professional development as required
- Communication before system implementation

Develop an online 24/7 accessible knowledge base of help documentation for librarians

**Plan of Service Connection:** Training, “update system related training.”

**Briefing Note:** An ongoing support and training issue in our libraries is the lack of support outside of regular business hours for headquarters. Library staff need access to robust how-to documentation and training opportunities to obtain competencies outside of our hours. We will investigate appropriate software solutions and develop help documentation for an asynchronous online environment.

**Lead Staff:** Heather Elliot

**Timeline:** End of year

**Budget Considerations:** We will obtain the software through our Help desk update – budget impact should be negligible.

**Status:** Software purchased and deployed; staff are populating the knowledge base.

#### Assess system-wide training needs

**Plan of Service Connection:** Training, “provide training opportunities to libraries and board members” & “provide cost savings when offering professional development”

**Briefing Note:** We regularly provide training from headquarters, but it is often reactive. We see a need a jump to fill it. An assessment of long-term training needs and the development of a structured plan to meet those needs is needed for greater efficiency in our services. That structured plan is likely to include: onboarding of library staff, onboarding of board members, software specific training and competency development, among other things. We will conduct an assessment of the training needed in the system and develop a plan to meet the long-term growth needs of our system.

**Lead Staff:** Jessie Morris

**Timeline:** End of year

**Budget Considerations:** Negligible, staff time to conduct research and develop plan.

**Status:** beginning phases.

#### Setup our Microsoft Teams environment to take maximum advantage of this resource

**Plan of Service Connection:** Training, “provide affordable technology for online professional development, ensure timely communication to all partners of applicable pollouts and update, provide cost savings when offering professional development”

**Briefing Note:** We have already implemented a Microsoft Office 365 environment which includes the Teams software. However, this environment needs significant fine tuning and evaluation on the best way to roll it out to our libraries. Teams should allow us to reach our libraries via chat, and video conferencing. As well, it should open avenues to easily book meeting, share calendars and files, and generally collaborate. At the moment the environment is setup in such a way that there are concerns that we are under utilizing the software and using it in an inefficient way. We will analyze the setup of the software and make applicable changes to better take advantage of this state-of-the-art environment.

**Lead Staff:** Kelly McGrath

**Timeline:** End of year

**Budget Considerations:** Software is currently already budgeted. We may require budget allocation to reconfigure things, access training for NLLS staff, etc.

**Status:** Beginning phases

- Teams group created for libraries
- Establishment of Microsoft System Administrator position
- Analysis underway

## Communication

We have identified the need in our Plan of Service to improve our communication, strengthen our relationships with our members and improve the transparency of our actions. The Plan of Service highlights the following improvements needed in our communication:

- advocate and communicate the value of libraries
- provide yearly reports to municipal and library boards
- update and rollout Master Agreement
- update Service Package for each NLLS department
- provide marketing tools through a variety of streams
- strengthen NLLS core services in assisting and referring library needs and requests
- investigate and share various grant writing and fundraising opportunities to library boards

## Implement new Help Desk Software.

**Plan of Service Connection:** Communication, “strengthen NLLS core services in assisting and referring library needs and requests.”

**Briefing Note:** The help desk software currently in use was implemented in 2008 and has not kept pace with the standards of web design for usability. Staff have difficulty working with the software and are unable to capture appropriate statistics of our interactions with member libraries. Further, newer help desk software generally provides a platform from which to move questions and answers into a searchable knowledgebase that can be used for training and asynchronous instruction. This task will form the foundation for further improvements in communication and training.

**Lead Staff:** Heather Elliot

**Timeline:** End April 2021

**Budget Considerations:** We anticipate that most of the cost will be covered by the cancellation of the old help desk software. Better software may cost more than current budget allocations but we are looking for a product close to current costs.

**Status:** Complete.

Address issues with telephone support services provided by NLLS

**Plan of Service Connection:** Communication, “strengthen NLLS core services in assisting and referring library needs and requests.”

**Briefing Note:** As a cost saving measure we redirected the work of the administrative assistant to other tasks and de-prioritized her receptionist duties. As a result library staff calling for assistance were often left to an automated phone service and voicemail. This needs to be addressed. Further, we’ve been struggling to implement a VOIP phone system at headquarters for more than a year. We’ve been paying double phone bills for the first half of 2021 as we have tried to get this service off the ground. There are some significant problems with going the VOIP route. We will immediately address this issue by investigating alternatives.

**Lead Staff:** James MacDonald

**Timeline:** End February 2021

**Budget Considerations:**

- May require staffing budget to cover tasks in bibliographic services.
- We’d need a roof mounted antennae and several repeaters (in the building) installed. At a cost of \$13,000. [See quote.](#)
- Consistent cellular service would allow us to cancel our desk phones altogether (a savings of more than \$10,000/year)

**Status:** Partially Complete (Receptionist restored); Cellular services being installed.

Investigate Customer Relations Management software

**Plan of Service Connection:** Communication, “strengthen NLLS core services in assisting and referring library needs and requests.”

**Briefing Note:** In addition to a ticket system (the help desk) a Customer Relations Management (CRM) software would help to manage our many relationships (board members, councillors, vendors, library managers, library staff, etc.) and report out on those relationships. A CRM helps with identifying gaps in our service (who is monopolizing our time and who is underserved), it provides statistical information for analysis, it helps to ensure we are communicating regularly.

**Lead Staff:** James MacDonald

**Timeline:** September 2021

**Budget Considerations:**

- This is purely an investigation at this time. Budget concerns will be brought back to the board for review.
- Cloud based CRM software is likely to run several thousand dollars/year

**Status:** Currently in trial

Executive Director to personally meet with every library manager in the system

**Plan of Service Connection:** Communication, “increase transparency and strengthen relations.”

**Briefing Note:** I will personally meet with each library manager to hear their feedback and learn about their needs. A report will be made available to the board on what was learned and how we may improve services.

**Lead Staff:** James MacDonald

**Timeline:** Report by July 2021

**Budget Considerations:** As these meetings can be done virtually, budget impact should be minimal.

**Status:** Near Complete (meeting with final few library managers)

Member Library Services to visit and assess each library

**Plan of Service Connection:** Communication, “increase transparency and strengthen relations.”

**Briefing Note:** Our consultants have been held back over the past year due to the pandemic and staffing shortages. Now that we have a full complement of consultants we will have each library assigned to a consultant and site visits will be made throughout the summer and fall with a goal to meet with every library in the system. We will combine these visits with a visit from our technology services team to bring staff computers on to our new network.

**Lead Staff:** Kelly McGrath & Jessie Morriss

**Timeline:** Report by July 2021

**Budget Considerations:** We have budgeted for consultant visits and will save money by combining visits with IT.

**Status:** Scheduling is underway and libraries are being visited

#### Establish a customer service philosophy

**Plan of Service Connection:** Communication & Training

**Briefing Note:** Customer service training and forming a culture of service with NLLS staff is essential to the health of the system. We are in the business of relationships. We need to start by formulating a Customer Service Philosophy that staff understand and implement in their interactions with our members. Our manager of Member Library Services will work with staff through focus groups, training, and discussion to formulate a customer service philosophy we will adopt.

**Lead Staff:** Jessie Morris

**Timeline:** End of 2021

**Budget Considerations:** potential training costs to be considered

**Status:** Beginning stages

#### Create a “Services Catalog” that represents our services in a clear and professional manner

**Plan of Service Connection:** Communication: “update Service Package for each NLLS department” & “provide yearly reports to municipal and library boards.”

**Briefing Note:** We need to communicate to councils, boards, library staff and the community, what services we offer our members. We will create a digital and print magazine/catalog (to be regularly updated) on the services we provide and how we provide them. This service catalog will seek to present clearly how we are funded and where those funds are being directed. Print copies will be used as a significant marketing tool to capture the attention of our audience and will connect with our digital version which may contain greater detail.

**Lead Staff:** Heather Elliot

**Timeline:** End of summer/Early Fall

**Budget Considerations:** Printing costs may range between \$8,000 to \$15,000 depending on binding quality, size, and quantity of print. We anticipate that we can cover this in the marketing budget.

- We will suspend for a year our services with Koios (the company that we use to manipulate our Google presence)

**Status:** First wireframe draft available end of June

## Follow Up

The Plan of Service has identified the need for continual improvement by identifying best practices, planning the roll out of new services, and matching our services to the available resources. To meet the needs of our libraries we need to be examining our organization and services regularly and adapting to changing needs and desires. The Plan of Service calls out the following needs:

- providing transparency of sharable information within our system
- confirm and reinforce guidelines and expectation between all stakeholders
- match mentors for new librarians and new trustees within the NLLS system
- open the global door and share new and emerging concepts for all stakeholders
- uphold a NLLS culture to share in a respectful, inclusive and diverse environment

## Meet with municipal councils and library boards to communicate our value

**Plan of Service Connection:** Follow Up “provide transparency, confirm expectations”

**Briefing Note:** Besides the development of a service catalog and other documents designed to communicate what we do and our value to our stakeholders, we must get in front of them and establish meaningful relationships. We will strive to meet with library boards and municipal councils regularly. We will seek to involve NLLS board reps wherever possible and members of the Executive committee.

**Lead Staff:** James MacDonald

**Timeline:** Ongoing (this should never end)

**Budget Considerations:** We have already established travel budgets. We will seek to minimize budget impact by using video-conferencing when appropriate and NLLS vehicles for travel.

**Status:** Have thus far met with: Vermilion River County, Tofield Library Board, Lac La Biche Library Board. Scheduled to meet with councils from: Mundare, Gibbons

## Implement an HR strategy

**Plan of Service Connection:** Follow Up “provide transparency, confirm expectations”

**Briefing Note:** This was called out specifically in our organizational review by Margaret Law. An HR strategy would include, succession planning, onboarding, training and development, staffing plans and much more. This should be an ongoing strategic development of the director and board. TO begin we have identified the following immediate steps:

- Review current organizational structure
- Identify key missing positions and work to fill those personnel holes
- Review all job descriptions
- Establish an appropriate performance review practice

**Lead Staff:** James MacDonald

**Timeline:** End of year

**Budget Considerations:** These may be significant and will be presented as they arise.

**Status:** Nearing completion of these initial phases. Organizational structure reviewed, Missing personnel identified and recruited, Job description reviews nearly complete, Performance review process nearly complete.

#### Complete the server upgrade and domain change project

**Plan of Service Connection:** Follow Up “roll-outs”

**Briefing Note:** This has been a costly and long project to upgrade essential technical infrastructure at headquarters. To complete this project we need to physically transition all 200+ staff computers to the new server/domain. Following this we need to move public computers on to the domain. This is a foundational piece to future updates and infrastructure enhancements.

**Lead Staff:** Tim Kuelker (Manager, Technology Services and Infrastructure) & Kelly McGrath

**Timeline:** End of year

**Budget Considerations:** This has been budgeted out of reserves for server upgrades. Necessary site visits will be included with the consultant visits.

**Status:** Underway with staff machines set to be complete by end of September and public by end of year.

#### Organizational Review

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. I include those recommendations here for your information. Further, an implementation plan to meet the Organizational Review’s most pressing recommendations was developed and approved by the Executive. That document is [available online for your review](#).



<b>RECOMMENDATION</b>	<b>Category</b>	<b>Timeline</b>	<b>Responsible</b>	<b>Status</b>
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	ED/Board	Complete
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	ED/Board	Complete
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	July	ED/Board	Submitted for approval
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	ED/Board	Development
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	2022	ED	On Hold
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	ED	Complete
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	2.2	Immediate	ED	Complete

included a sample template at the end of this section of the report.				
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	ED	Complete
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	Admin	Summer student search on
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	ED	Complete
Develop and implement a template for the CEO's report. A sample follows at the end of this section.	2.6	Immediate	ED	Complete
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	ED	Ongoing

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	2022	ED	Under Assessment
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	September	Management team	Underway
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/Board	Development
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	Management team	Complete

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	Management team	Underway
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	Management team	On hold
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	End of Year	Management team	Underway
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	ED	Ongoing
Direct the CEO to resolve the issues in the Plan of Service that are actually tasks immediately. As well as resolving them,	3.7	Immediate	Management team	Complete
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/Board	Development

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	2022	ED/Board	On hold
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	2022	ED/Board	On hold
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	Management team	Complete
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	4.2	2022	ED/Board	On hold

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.				
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	Management team	Complete
Develop annual goals for each employee as part of the annual review process.	4.4	March	Management team	Complete
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	4.5	Immediate	Management team	Complete

reports and dealing with routine requests from members.				
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	ED	Ongoing
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	Management team	Complete
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.	4.8	Year end	Management team	Underway
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	4.9	April	Management team	Complete

outdoor activities, reasonably priced housing and so on.				
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.	5.1	Year end	Management team	Underway
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	Management Team & Treasurer	Underway
In the future, should the position of Finance Manager become available, consider hiring a qualified accountant.	5.3	Future	ED	On hold



# Northern Lights Library System

Comparison between 2020-2021 circulation statistics.

NLLS helps member libraries save: money, time, and improve their communities.

## \$18,208,134 CIRCULATION VALUE

### 2020

553,273  
items circulated



Physical Items  
\$25 average  
cost of library  
item

94,795  
items circulated



eBooks  
\$35 average  
cost of library  
item

25,202  
items circulated



e-Audiobooks  
\$42 average  
cost of library  
item

230,335  
items circulated

32,000  
items circulated

21,000  
items circulated

## 2021 so far...

January to May

population of about  
175,000 people

\$7,760,375 in materials value  
circulated in our region

## On track to \$18,624,900 this year!

Ebook and e-audiobook statistics presented here reflect only a portion of our electronic resources (Overdrive, Cloud Library, and Hoopla). For a full list of electronic resources available with system membership see our eresources page





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June 28, 2021

Summer Village of Island Lake  
Box 8, Alberta Beach, AB T0E 0A0

To: Chad Newton  
Mayor, Summer Village of Island Lake

cc: Wendy Wildman, CAO

Re: Summer Village of Island Lake / Northern Lights Library System Agreement

We write to acknowledge the letter from you dated May 13, 2021 indicating your intention to withdraw from membership in Northern Lights Library System. We recognize the financial difficulties facing many of our member municipalities and understand the need for diligence in reviewing budgets and expenses. We applaud the desire you outlined in your letter to “keep our library contributions within the area, to our local libraries.” Strengthening and maintaining local library services are crucial to the well being of all our communities.

There is a misunderstandings evident in your letter about the withdrawal process that I would like an opportunity to clarify. Further, you may be unaware of the lost provincial grant funding that will be experienced by your local libraries upon withdrawal, and of the non-resident fees required by your community members to join local libraries once withdrawal is complete. I hope that you can make some time for myself and board chair to visit with your council and outline the consequences of withdrawal and the many benefits of membership in Northern Lights Library System.

You are welcome to email me directly at [jmacdonald@nlls.ab.ca](mailto:jmacdonald@nlls.ab.ca) or call at 780-545-5072.

Respectfully,

James MacDonald  
Executive Director, Northern Lights Library System



**Summer Village of Island Lake**

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May 13<sup>th</sup>, 2021

Via email: [info@nlls.ab.ca](mailto:info@nlls.ab.ca)  
(hard copy to follow in mail)

Northern Lights Library System  
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Elk Point, AB  
T0A 1A0

To Whom it May Concern:

**Re: Summer Village of Island Lake / Northern Lights Library System  
Agreement**

Please be advised that the Summer Village discussed their participation in the Northern Lights Library System at length during their April 20<sup>th</sup>, 2021 Council meeting. When reviewing the needs of our Community and access options, it was determined that the residents of the Summer Village of Island Lake would be best served to keep our library contributions within the area, to our *local* libraries.

Therefore, in accordance with Clause 13.1 of the Northern Lights Library System Agreement with the Summer Village of Island Lake, we would like to advise that we are giving our official notice of withdrawal from this Agreement. As per the Agreement, the Summer Village of Island Lake will no longer be a member effective December 31<sup>st</sup>, 2021.

We appreciate the work that the Northern Lights Library System does and wish you every success moving forward.

Sincerely,

Chad Newton,

for: Mayor, Summer Village of Island Lake

c.c. Council  
CAO, Wendy Wildman

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7 July 2021

Vicky LeFabvre, Chair  
Northern Lights Library System  
P.O. Bag 8  
ELK POINT AB T0A 1A0

Dear Chair LeFabvre:

As I'm sure you are already aware, the Province of Alberta has recently changed the way it reports the populations for each individual community and district. These new population estimates are quite different from the actual counts conducted by the municipalities themselves, and in fact very different from the province's own official numbers in 2016.

Further clarification from Treasury Board and Finance indicates that the population figures for some municipal districts now include Métis settlements within their boundaries, making the official population figures for those districts jump by some significant amounts, in the Peace Library System an increase of 30% in some cases. This of course is going to drastically impact our allotment billings to municipalities and library boards in the system in the next billing cycle, as it will affect everyone's in the province. Not all systems bill by the same method but the differences in estimated population totals is going to impact us all.

However, the Province has still not disclosed how they came up with these population figures. Considering that these numbers are integral to the funding of all the library systems in the province and that the numbers the Province is now expecting us to use are not related to the actual population counts that were run by the municipalities themselves, we believe that the Province should be forthcoming with the method they used to arrive at these population estimates, and the reasoning for now including Métis populations when before they were counted separately.

I would like to call on the Boards of the provincial library systems to band together and ask that the Government of Alberta fully disclose their formula and reasoning behind these latest population figures. Attached you will find a letter sent to the Minister of Municipal Affairs, the Minister of Treasury Board and Finance and the Premier of the Province of Alberta on behalf of the Peace Library Board requesting that information.

Sincerely,



Carolyn Kolebaba, Chair  
Peace Library Board





5615 48 Street  
Elk Point, Alberta T0A 1A0



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June 29, 2021

Karen Telford  
Fishing Lake Métis Settlement Council  
General Delivery  
Sputinow, Alberta T0A3G0

Dear Chairperson Telford,

We were pleased to receive word of your recent council motion to become a member of the Northern Lights Library System. I would like to personally welcome you and thank you for choosing to make library services a priority in your community. You join with 48 other libraries and 54 municipalities in our region offering literacy, information, entertainment, connection, community space, and more through library services. Together, we work hard to deliver the best library experience to our communities. Welcome.

I am pleased to say that the provincial government has been very generous in extending grant funding for the delivery of library services to our Indigenous communities. Membership in Northern Lights Library System is, in part, funded through a levy of each municipality based on their population. The levy is \$10.46 per person. The levy is split between your local library board and the municipal council. Thanks to the provincial government grant we will waive this membership fee for the next 3 years as you get established.

Now that you've made a council motion, I would urge you to send a letter to the provincial government informing them of your intentions to join and form a library board. This will trigger a process for the province to see if there is any further grant funding available to help with the establishment of your library. We have a template for such a letter. Mary Dustow will draft the letter for you. Your council motion is the first step in establishing service. There is much work ahead of us, but we are here to guide you through it. Next steps:

1. Meet with us to sign our Membership Agreement
2. Send a letter of intent to the provincial government as outlined above
3. Appoint a representative to the Northern Lights Library System Board
4. Establish a local library board

Attached to this letter is the membership agreement we wish to sign with you in the future. We will add this letter indicating a waiving of the fee as an appendix to the agreement. I would like to invite you to our headquarters in Elk Point for a tour at your convenience where we might sign the agreement together. I would also love to visit your community in the near future. We are looking forward to a long and productive relationship.

Respectfully,

James MacDonald  
Executive Director, Northern Lights Library System

June 29<sup>th</sup>, 2021

Honorable Ric McIver  
Minister of Municipal Affairs  
Office of the Minister  
Municipal Affairs  
132 Legislature Building  
10800 – 97 Avenue  
Edmonton, AB  
T5K 2B6

Dear Minister McIver,

The Fishing Lake Métis Settlement is pleased to inform you that at the Regular Council Meeting held June 15<sup>th</sup>, 2021, a resolution was passed that the Fishing Lake Métis Settlement is in favor of joining the Northern Lights Library System.

MOTION#FLMSRCM277/2021

Move to accept services and support joining the Northern Lights Library System.

Wayne Daniels/Travis Daniels

4/0/0

CARRIED

Please accept this letter as a formal request from the Fishing Lake Métis Settlement to be accepted into the Northern Lights Library System. Attached is the signature page of the Agreement between the parties comprising Northern Lights Library System and the Settlement.

Yours truly,

Karen Telford

Chairperson