

Full Meeting Package
Executive Committee
Northern Lights Library System
April 14, 2023



Executive Blog

2023-04-14 Executive Meeting Agenda DRAFT

April 10 2023

Meeting Agenda DRAFT - Executive Committee Meeting

Meeting Information

Date: April 14, 2023

Location: Lac La Biche Public Library

Attendees: Vicky Lefebvre (Chair), Jen Anheliger (Vice-Chair), Matthew McLennan, Curtis Schoepp, Dwayne Spicer, Larry Tiedemann, Barbara Smith, Maxine Fodness, Josh Crick, Leslie Cusack

Guests: Jodi Dahlgren (LMC Chair), Maureen Penn (Lac La Biche County Libraries Director), Chastity Desjarlais - Kikino Métis Settlement, Maureen Jackknife and Tegan Vacheresse (online) - Elizabeth Métis Settlement, Katie Blair - Beaver Lake Cree Nation, June Laboucane - Fishing Lake Métis Settlement, John Jerrica - Kehewin Cree Nation, Archie Handel - Buffalo Lake Métis Settlement, Mary Jane Quinney and Clifton Cross - Frog Lake First Nation

Staff: James MacDonald, Terri Hampson

The meeting is open to the public. We aim to provide a Zoom connection to watch the proceedings. We can not guarantee the quality of the Zoom connection or the ability to participate fully through the Zoom connection.

Join Zoom Meeting

<https://us02web.zoom.us/j/82085055977?pwd=N3JlSW9uSU9OZWROUmNQY2xLS0FlZz09>

Meeting ID: 820 8505 5977

Passcode: 685105

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AGENDA

Land Acknowledgment

Northern Lights Library System respectfully acknowledges that the land on which we gather is Treaty 6 territory and a traditional meeting ground and home for many Indigenous Peoples, including Cree, Saulteaux, Niitsitapi (Blackfoot), Métis, and Nakota Sioux Peoples.

1. Approval of the Agenda

2. Approval of Previous Minutes of February 10th

2.1 Approval of Previous Minutes of February 24th

2.2 Ratification of Email Motions

Briefing Note: Email motions and votes are governed by our procedural **policy**.

Dwayne Spicer moved at 8:17 pm on Wednesday, March 8th to approve the expense of James attending the international conference at a cost of \$3000.00. This motion carried

DRAFT MOTION: xxxx moves to ratify the email motion, Dwayne Spicer moved at 8:17 pm on Wednesday, March 8th to approve the expense of James attending the international conference at a cost of \$3000.00.

The conference is the Innovative Users Group Conference

3. Chair's Report (verbal)

Report on action items from last meeting & Chair Report

[Thank you letter to Minister Shulz](#)

[System's thank you letter to Minister Shulz](#)

4. Financial Report

Briefing note: [This report](#) includes a link to our month-to-month financials for 2023.

5. Indigenous Advisory Circle

Briefing Note: This is our first meeting of the newly formed Indigenous Advisory Circle. [The mandate](#) for the circle was adopted in our last general board meeting. We welcome the following:

1. Chastity Desjarlais - Kikino Métis Settlement
2. Maureen Jacknife and Tegan Vacheresse (online) - Elizabeth Métis Settlement
3. Katie Blair - Beaver Lake Cree Nation
4. June Laboucane - Fishing Lake Métis Settlement
5. John Jerrica - Kehewin Cree Nation
6. Archie Handel - Buffalo Lake Métis Settlement
7. Mary Jane Quinney and Clifton Cross - Frog Lake First Nation

Introduction and discussion on the purpose of the advisory circle and an overview of the OROS grant and library services.

5.1 OROS Grant Report

Briefing Note: The province requires the annual report on the grant, which must be approved by the Board (or the Executive acting on behalf of the Board). [See the report here.](#)

DRAFT MOTION: xxxxx moves to approve the On Reserve On Settlement annual report as presented.

5.2 OROS Grant funding distribution

Briefing note: After consultation with member library managers and board chairs, we developed a [model for distributing OROS grant funding](#) to local libraries. For a recap on the OROS grant, see [this briefing note.](#)

Library Tour and Lunch 11:30 - 12:30

6. Provincial Grant update

Briefing Note: The province announced an increase in library funding on March 1st. You can read the [letter from Minister Schulz](#) for more details. This change includes a move from the [2016 population](#) to the [2019 population](#). We need to make a number of choices as a result.

What does this mean for the system budget?

An increase in the provincial operating budget from \$4.70 to \$4.75 based on the 2019 population is an increase of \$46,157

Potential revenue from levies based on 2019 numbers is an increase of \$8,910.18 (\$1,803.85 of which would be allocated to book allotment).

The increase in revenue to the 1% admin fee on the Rural Service Grant is \$174.27

The increase in system operating funds from the OROS grant is \$679

The total projected increase in system funding (operating and capital) is **\$55,920.45**

What might this mean for our libraries and municipal partners regarding our levies?

According to our agreement, we base our library levy on the population used by the provincial government to calculate library operating grants. Coming as it does in the middle of our approved budget this presents some problems: Most municipalities have already paid their levies based on the

2016 numbers. Some municipalities go up in population and some go down. Library boards have not yet paid their levies. Libraries have already passed their budgets on 2016 numbers.

We have at least 3 options:

1) Continue with the approved budget based on the 2016 population numbers and charge levies according to that. This is potentially outside the agreement and could be contentious. However, it is the least disruptive to budgets.

2) Stick to the letter of the agreement and change to the 2019 population numbers. This is likely to be contentious and the most disruptive. It would require cutting checks to those that have already paid and billing those whose populations went up. There are a few strong advocates for this approach. A switch mid-budget may assist some library boards whose populations fall. Cold Lake makes a good example as the municipality whose population falls the most in absolute numbers (775).

COLD LAKE:

2016 population = 15,736
Levy = \$83,588.16
Rural Services Grant = \$23,034.12
M.D. Bonnyville Book Allotment = \$8,535.29
Cold Lake Book Allotment = \$33,832.40
New provincial operating grant = \$92,782

Total income after NLLS levy = \$74,595.65

2019 population = 14,961
Levy = \$79,442.91
Rural Services Grant = \$21,367.87
M.D. Bonnyville Book Allotment = \$8,138.43
Cold Lake Book Allotment = \$32,166.15
New provincial operating grant = \$92,782

Total income after NLLS levy = \$75,011.54

A switch to the 2019 population numbers mid-budget would net Cold Lake Public Library \$415.89.

3) Charge levies in 2023 on the lesser population between 2019 and 2016. This would largely wipe out the gains in provincial funding for the system in 2023. However, it would likely be the least contentious.

The Levy. According to our agreement, the system levy is tied to the population used by the provincial government to calculate library operating grants. This update to the 2019 numbers comes mid-budget, and all but one of our municipalities have already paid their 2023 levy. Therefore, changing the population figures would require us to reimburse overages and bill underpayments. This could get contentious quickly. Another option would be to adopt a one-time charging model on the lowest of the two numbers 2016/2019. This would mean cutting checks to municipalities that have already overpaid and ignoring any "underpayments." When library boards are billed in June, we could likewise use the 2019 or 2016 populations, whichever is lower. This would come at a cost to the system of **\$35,354.20** overall. This seems like the least disruptive way to handle the situation, as it comes in the middle of an already approved budget.

The Rural Services Grant. Where NLLS acts as the board for a municipality (generally counties) we receive a grant of \$5.55/resident (now \$5.60/resident). This is now based on the 2019 population list. This money is redistributed to libraries as per the instructions of the municipality (minus a 1% administration fee). As a result of the change to 2019 numbers, some library boards will see a decrease in funding from their counties. However, the province has ensured that this grant will increase by at least 5%. This is a total of \$358,574. As a result of that minimum 5% increase, we could consider ensuring that every library gets at least the 2016 funding they budgeted for this year. This would come at a cost to the system of **\$908.43**.

The Book Allotment. The shift to the 2019 population also has an impact here. The overall impact is an additional \$1,803.85 entering the book allotment fund. However, changing this capital budget mid-year will be quite disruptive to our financial tracking. Each library has an individual account and it would need to be adjusted by \$2.15 for every person gained or lost by the population change across 49 accounts. If we choose to use the lower of the two populations for the levy the logical step would be to recalculate the book allotment accordingly. We might also choose to leave the Book allotment as already constituted. That option would leave \$1,803.85 of new money in the system's revenue.

7. Population and the Levy

Briefing note: The town of Vermilion (among others) has expressed concern about using the same population figures used by the province to calculate the grant to also calculate the NLLS levy. They've asked that the Executive revisit the population figures discussion and consider using the most up-to-date population figures available. Other systems do this and have language in their agreements, such as Chinook Arch:

Chinook Arch agreement language:

"The population of a municipality that is a Party to this Agreement shall be deemed to be the most recent official estimate of the population for the municipality published by the Government of Alberta for the fiscal year prior to the fiscal year in which the levy is made"

Speaking to system directors that follow this model is not without difficulty. The province, for example, published 2021 numbers only to retract them a few months later, leading to confusion amongst system members. Using the latest numbers does not allow a municipality time to lodge disputes with provincial estimates.

This spreadsheet shows the effect of using various population figures on NLLS revenues.

Using the 2021 Federal census would reduce the population by 3,366 people (\$35,658.38). This is a 2% budget reduction. Using the federal census would come with the benefit of 4-year stability. However, it would likely lead to complaints in later years when figures do not keep up with rapidly changing populations.

Using the 2021 Alberta Treasury Board numbers would reduce the population by 1,576 people (\$16,662.78). This is about a 1% budget reduction.

We can amend our agreement with a vote of 2 thirds of the board.

8. Plan of Service 2024 - 2026

Briefing note: The current Plan of Service expires at the end of 2023. The Executive is empowered to prepare and plan the next plan of service. They are generally prepared for a 3-year period. The Executive must discuss how they'd like to proceed with the development of the plan. A first draft planning schedule **is available here** with potential costs.

The Plan of Service committee was elected in our last general board meeting and is comprised of the following:

1. Vicky Lefebvre (Chair)
2. Jenn Anheligher (Vice Chair)
3. Dwayne Spicer
4. Wanda Cochrane
5. Josh Crick
6. Tracy Woloshyniuk
7. Maureen Penn
8. D'arcy Evans
9. James MacDonald

9. Policy updates

Briefing note: The policy committee met on April 6th, 2023. See the minutes from that meeting.

POLICIES FOR REVISION:

Section 4:1B - **Loan of Resource Policy**

Briefing Note: Added policy language to require staff to check materials out before taking them from library premises, require proof of address to issue a library card, and clarify renewals and extended loan periods. Some grammar updates.

Section 1:3R - **Executive Director Grievance**

Briefing Note: Grammar and simplification of text.

Section 1:3Q - **Grievances**

Briefing Note: Grammar and simplification of text.

Section 1:1P - **Performance Management**

Briefing Note: Grammar and simplification of text.

Section 1:1O - Long Standing Service Awards

Briefing Note: Grammar and simplification of text.

Section 1:1J - Vacation

Briefing Note: Added language to require the establishment of vacation schedules twice each year.
Grammar and simplification of text.

Section 1:1F - Reduction and Termination

Briefing Note: Grammar and simplification of text.

Section 2:1P - Communication Protocol - NLLS Board

Briefing Note: Grammar and simplification of text.

Section 1:1E - Probationary Periods

Briefing Note: Grammar and simplification of text.

POLICIES TO DELETE

Section 1:3N - Outside Computers

Briefing Note: This policy was incorporated into the Staff Network Policy Section 1:3Z and is therefore redundant.

10. In-Camera – Personnel – standing performance evaluation discussion.

11. Adjournment

2 - Approval of Previous Minutes



Executive Blog

2023-02-10-Executive Meeting Minutes

February 10 2023

Meeting Minutes DRAFT - Executive Committee Meeting

Meeting Information

Date: February 10, 2023

Location: Vermillion Public Library

Attendees: Vicky Lefebvre (Chair), Jen Anheliger (Vice-Chair), Matthew McLennan, Dwayne Spicer, Larry Tiedemann, Barbara Smith, Maxine Fodness, Leslie Cusack

Guests: Jodi Dahlgren (Chair)

Staff: James MacDonald, Terri Hampson

Regrets: Curtis Schoepp, Josh Crick

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MINUTES

1. Approval of the Agenda

2. Approval of Previous Minutes of November 25th, 2022

M1: Maxine Fodness motions to accept the Minutes of November 25, 2022, all in favor, carried.

3. Chair's Report (verbal)

M2: Barbara Smith motions to approve the Chairs reports as presented, all in favor, carried.

Report on action items from last meeting & Chair Report

a) Executive Director to setup parameters of the Indigenous Advisory Group

A mandate statement has been drafted by our manager of member library services and presented to the Policy committee. The mandate will be discussed later in the meeting under policy updates.

b) Executive Director to write a formal thank you letter to the PLSB for the bandwidth increases for our libraries.

A letter was drafted on behalf of the Board Chair.

3.1 Chair's Challenge

Briefing Note: The Chair challenged each municipal council to get library cards for themselves, and their administration and to have a council picture taken proving the accomplishment. Councils that chose to participate were to submit their picture to a webform provided to their library manager. Councils that also got their administration to participate were entered into the draw twice.

Participating councils/libraries included:

- Cold Lake
- Marwayne
- Innisfree x 2
- Bon Accord x 2
- Elk Point x 2
- Wainwright x 2

Draw for the winner to take place now. We'll use the Wheel of Names to make the draw.

Marwayne is the winner.

3.2 Library Manager's Council

The next Library Manager's Council meeting is February 22nd.

4. Financial Report

Briefing note: We are awaiting the audit report for a clear picture of the 2022 financials. The audit should be ready by February 24. [This report](#) includes a link to our month-to-month financials for 2023 and a look at the final month of 2022.

M3: *Dwayne Spicer motions to accept the financial report as presented, all in favor, carried.*

Action: *ED to explore options for General Board Meetings to meet in hybrid (online/in-person) fashion and to explore costs to retrofit the Board room with appropriate audio/visual technologies.*

5. Update on NLLS vehicle fleet

Briefing Note: By email motion on January 6, 2023, "J. Anheliger moves: To direct the Executive Director with selling the 2021 Dodge Promaster with sale proceeds to be directed to the vehicle replacement reserve." This motion passed and the vehicle sale was made. The executive chose to sell this vehicle early (it had about 190,000km and by policy we wait to sell after 250,000km) because the vehicle was in constant need of repairs: we replaced the alternator 3 times, had wheel bearing issues, and transmission issues, amongst other issues, the vehicle was too costly to maintain.

The system now supports a fleet of 3 delivery vehicles:

Year	Make	Model	KM - Jan 24
2017	Dodge	Grand Caravan	162,534
2018	Ford	Transit van	362,782
2020	Dodge	Promaster 2500	188,367

The 2017 Grand Caravan is used as a backup delivery vehicle and occasionally as a consulting, and IT support vehicle. It has passed the 5 year sale date. However, it is in good shape and we hope with controlled mileage it can act as a backup delivery vehicle for several more years.

The 2018 Ford Transit is well past the 5 year and 250,000km replacement schedule. A replacement van was ordered in early 2022. The dealer has assured us we are at the front of the line but delivery is estimated for summer/fall 2023. The van is in good shape despite the high mileage. We recently had it inspected for the possibility of sale but opted to sell the less reliable Promaster instead.

The 2020 Promaster will likely reach 250,000km in 2023/24. As long as the maintenance on this vehicle remains low we will aim to stretch its useful life while watching the new vehicle market.

M4: *Jenn Anheliger moves that her online motion of January 6, 2023, To direct the Executive Director with selling the 2021 Dodge Promaster with sale proceeds to be directed to the vehicle replacement reserve be ratified, all in favor, carried.*

6. First Annual System Services Survey Results

Briefing Note: The survey was conducted in late 2022 and it appears that we had the participation of every library manager. 49 participants indicated that they were library managers. Library managers that chose to provide their names will be entered into a draw for a \$500 CDW credit. CDW is our main provider of electronic and computer hardware. Library managers could provide their names and also participate anonymously if they chose. As a result of the anonymity we are unable to determine for certain that all library managers participated. Nonetheless, 32 chose to provide their names.

See the [Survey Report](#) for an analysis of the results.

Action: *Template to be created for a Board member report to their council.*

Action: *Recommendation to have the NLLS board member sit on their local library board.*

Action: *Ensure the NLLS Rep is invited with James to attend the local library board meeting if they don't currently sit on same.*

Action: *Replace the word "ticket" with "I am taking your information", and "here is your reference number*

xxxx" (ticket number).

Action: James to add the "reference numbers" processed in the weekly report as well as putting the "What's New" at the top.

M5: Jenn Anheliger motions to accept the System Survey results as presented, all in favor, carried.

M6: Larry Tiedemann motions to have ED look into the cost of a professional survey design service, all in favor, carried.

We'll use the **Wheel of Names** to make the draw.

Andrew
Ashmont
Athabasca
Bon Accord
Boyle
Chauvin
Cold Lake
Edgerton
Garrison
Gibbons
Holden
Irma
Kitscoty
Lamont
Mallaig
Mannville
Mundare
Myrnam
Newbrook
Paradise Valley
Radway
Smoky Lake
St. Paul
Thorhild
Tofield
Two Hills
Vegreville
Viking
Vilna
Wainwright
Wandering River
Waskatenau

Winner is Viking.

7. Systems Advocacy Committee

Briefing note: The 7 systems met on January 19th and adopted a systems **advocacy guide**, a advocacy **brochure/takeaway**, and a **logo/slogan** for further promotion. We encourage all board members to familiarize themselves with the contents of the plan and their role in it.

M7: Barbara Smith motions to have James send a thank you letter to the System Advocacy Committee for the work they have done on our behalf thus far, all in favor, carried.

8. Proposed Implementation Plan 2023

Briefing note: **The 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 how we aim to accomplish its priorities over the next year (2023). 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.

M8: Dwayne Spicer moves to accept the 2023 Implementation Plan as presented, all in favor, carried.

9. Plan of Service 2024 - 2026

Briefing note: The current Plan of Service expires at the end of 2023. The Executive is empowered to prepare and plan the next plan of service. They are generally prepared for a 3-year period. The Executive must discuss how they'd like to proceed with the development of the plan.

M9: Barbara Smith motions to create a plan of service committee at Feb 2023 meeting in order to facilitate a new plan of service for NLLS, all in favor, carried.

10. Policy updates

Briefing note: The policy committee met on February 3rd, 2023. See [the minutes](#) from that meeting.

POLICIES FOR REVISION:

10.1. Terms of Reference - Procedural Policy

Briefing Note: Added procedures for the board and its committees to call for and vote on motions via email, outside of regular Board or committee meetings.

10.2. Section 3:1F - Corporate Credit Cards

Briefing Note: This policy integrates Sec 1:1C Staff Expenses and Reimbursement with the Corporate CC policy. Several grammatical updates are made as well as updates to reflect changes in procedure.

10.3. Section 3:1B - Accounting and Audit (name change to Financial Matters)

Briefing Note: This policy will combine the following financial policies: Accounting and Audit, Financial Matters, Investments, Principle, Borrowing Bylaw, and Banking under a single policy title Financial Matters. The updates are largely clarifying - no substantive changes were intended.

10.4. Section 1:1K & Appendix E - Benefits

Briefing Note: Update to reflect the motion of the Board to cover health benefits premiums and clarify staff responsibilities around short and long term disability. Some grammar and clarifying edits.

10.5. Section 1:1L & Appendix - Leaves

Briefing Note: Clarification and simplification of the policy and alignment with current and future Alberta labour standards. We would delete the appendix and refer to the current Alberta labour standards on protected leaves.

10.6. Section 1:1T - Inclement Weather

Briefing Note: Clarification and organization of the policy, with grammar updates.

10.7. Section 1:3G - Political Activity

Briefing Note: Addition of two points regarding political activity outside of work and rental of building to political parties or causes.

10.8. Section 1:3U - Communication Protocol - Employee(s)

Briefing Note: Slight grammatical updates for clarity.

10.9 Section 2:1L - Freedom of Information and Protection of Privacy (FOIP)

Briefing Note: Slight grammatical updates, removal of erroneous hyperlink, clarification on when NLLS provides FOIP training.

NEW POLICIES

10.10. Terms of Reference - Indigenous Advisory Circle Mandate

Briefing Note: This new TOR establishes an Indigenous Advisory Circle to assist the Board with establishing and delivering library services for Indigenous communities in the NLLS region.

POLICIES TO DELETE

10.11 Section 1:3P - Privacy Issues

Briefing Note: This policy was incorporated into the Internet and Computer Usage Policy previously and its deletion was overlooked.

10.12 Section 1:1Q - Retirement

Briefing Note: This policy is unnecessary, the hiring of past employees that have retired is governed by Alberta labour standards.

M10: Maxine Fodness motions to accept the policies as amended and have them forward to the General Board for final approval, all in favor, carried.

Action: ED to explore the potential of holding an Executive Committee Meeting at Fishing Lake Metis Settlement.

11. In Camera – Personnel – standing performance evaluation discussion.

M11: *Dwayne Spicer motions to go into camera at 2:17, all in favor, carried.*

M12: *Vicky Lefebvre motions to come out of camera at 2:27, all in favor, carried.*

12. Adjournment

M13: *Barb Smith motions to adjourn at 2:27pm.*



Executive Blog

2023-02-24 Executive Meeting Minutes Draft

February 24 2023

Meeting Minutes - Executive Committee Meeting - DRAFT

Meeting Information

Date: February 24, 2023

Location: Zoom

Attendees: Vicky Lefebvre (Chair), Jen Anheliger (Vice-Chair), Dwayne Spicer, =Matthew McLennan, Larry Tiedemann, Barbara Smith, Maxine Fodness, Leslie Cusack and Josh Crick

Regrets: Curtis Schoepp

Guests: Jodi Dahlgren (LMC Chair), Jeff Alliston, Craig Poeter

Staff: James MacDonald, Terri Hampson

MINUTES

1. Auditor Report Presented

- [Auditor's Presentation](#) | [Draft Financial Statements](#) | [Audit Findings Report](#)

Briefing Note: The report will be available after the 20th. Metrix Group LLP: "In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Library System as at December 31, 2022, and the results of its operations and cash flows for the year then ended in accordance with the Canadian public sector accounting standards for government not-for-profit organizations."

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

2. Adjournment

3 - Chair's Report

March 13, 2023

Government of Alberta
Hon. Rebecca Schulz
Deputy Leader, Minister of Municipal Affairs
#320, 10800 - 97 Avenue
Edmonton, AB T5K 2B6

Dear Minister Schulz,

On behalf of the Northern Lights Library System Board, I would like to take this opportunity to thank you for the recent changes to the library operating grant. We have been advocating for additional funding for libraries and recently all seven regional library systems sent a letter to your office requesting three things: an increase in the base operating grant, an update to the population list used to calculate the grant, and the adoption of a funding model that would account for inflationary increases in the future. We are pleased with your March 1st announcement granting two of these requests.

You have not been in office long, but it is clear that you have listened to the many calls to adequately fund libraries. As we calculate the impact of your budget announcement, it appears that our smallest municipalities are positioned to reap the greatest rewards. The seven regional library systems serve rural Alberta. More than half of the 57 municipalities our system serves have fewer than 3,000 residents. Libraries in these rural communities provide foundational services that contribute directly to the quality of life in rural Alberta.

Thank you for listening and responding to our concerns. Libraries are an essential social service. We look forward to working with the provincial government as partners in economic prosperity as we jointly work towards creating high standards of living combined with equitable access to information and resources.

Respectfully,

A handwritten signature in black ink, appearing to read 'V. Lefebvre', with a long, sweeping horizontal line extending to the right.

Vicky Lefebvre
Board Chair
Northern Lights Library System

cc: Greg Smith, Chief of Staff for Rebecca Schulz, Minister of Municipal Affairs, Government of Alberta



March 24, 2023

Hon. Rebecca Schulz
Minister of Municipal Affairs
320 Legislature Building
10800-97 Avenue, NW
Edmonton, AB T5K 2B6

Dear Minister Schulz:

The seven regional systems in Alberta would like to express sincere gratitude for the recent increase in library funding that you and your Department have provided. This decision will have a profound impact on the community.

Libraries are the cornerstone of any thriving community, and we are pleased that the government is committed to investing in their future. We are grateful for your efforts and appreciate the hard work you and your team have put into this decision.

Albertans tell us every day how essential libraries are to their daily lives. Learn, grow, share – the local library provides endless opportunities to connect people to the information and resources they need, and that support vibrant local communities across the province.

With this increased funding, regional systems and libraries can continue to provide essential resources and services to the people of rural Alberta.

Once again, thank you for your commitment to our community and for recognizing libraries' critical role in our society.

Sincerely,

Vic Mensch

Vic Mensch, Board Chair
Chinook Arch Regional Library
System

John Getz

John Getz, Board Chair
Marigold Library System

Vicky Lefebvre, Board Chair
Northern Lights Library System

Teresa Rilling, Board Chair
Parkland Regional Library System

Carolyn Kalebaba, Board Chair
Peace Library System

Dwight Kilpatrick, Board Chair
Shortgrass Library System

Hank Smit, Board Chair
Yellowhead Regional Library

4 - Financial Report

Financial Report Ending March 31, 2023

Mar 31 2023	End of Month Balance
Operating Acct	507,347.86
Indigenous Rollover	(Included in the investments account) \$186,003.13
Investments-Combined	\$2,054,186.07

All municipalities have paid their 2023 levies except for Vermilion. We've reached out to their CAO before sending an arrears interest letter.

For the 2023 month-to-month expenditures, see this link: [2023 Monthly Financials](#)

Budget lines over by 10% (2023) since the last report

There are currently no budget lines to report.

5 - Indigenous Advisory Circle

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	780 614 5342	
Indigenous Liaison				

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
	Alexander First Nation Cold Lake First Nations Beaver Lake Cree Nation Elizabeth Metis Settlement Heart Lake First Nation Kehewin Cree Nation Kikino Metis Settlement Buffalo Lake Metis Settlement Saddle Lake Cree Nation Whitefish First Nation Fishing Lake Metis Settlement Frog Lake First Nation Amisk Community School Kohls School KMS Family Resource Network

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
	125

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
	Pakan School Cold Lake First Nations Government of Canada TC Energy Enbridge Canadian Natural City of Cold Lake Northern Light Library System Cenovus Primco Dene Lakeland Credit Union Cold Lake Native Friendship Centre Elizabeth Metis Settlement

Meetings with Stakeholders for Indigenous Service

List any notable engagement sessions and/or meetings attended.

	Meetings with Stakeholders for Indigenous Service
	Meeting and protocol presented to Linda Minoose, Director of Language and Culture at Cold Lake First Nations - Interagency meetings at Elizabeth Metis Settlement - Meeting with Daniel McLaughlin, Communications, Information and Technology Coordinator at Cold Lake First Nations - Meeting with representative of Native Counselling Services of Alberta

Northern Lights Library Board 2022

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
	May 2022 - FOIP Webinar May 2022 - NLLS Conference featuring Indigenous presentations - Elk Point Oct. 2022 - PLS Conference - Virtual Feb. 2023 - Collection Development Course - ALA - Virtual Feb. 2023 - Webinar Native Stories, Native Peoples, Opportunities for Library Engagement. Land Acknowledgement event

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	2	24.00
Other University Degree	1	1,000.00
Library Technician	0	0.00
Library Operations Certificate	0	0.00
Other Tech/College Diploma	0	0.00
Other	1	40.00
Total Employees	4	1,064.00

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
	30	Grand Opening Ceremony of authentic Tipi and the Reading Garden of the South Branch. -119 People attended this event and the program included Indigenous performances :First Nations and Metis dancers. 3 school visits to the Library with students from Elizabeth Metis Settlement, and Cold Lake First Nations - Story time and Crafts, including books by Indigenous Authors Educator Bins, Family Packs, Make and Take Kits A Beading Program was planned, we had 16 people registered and 20 people on the waiting list. Unfortunately on the day prior to the event, the Indigenous artist cancelled her participation for personal reasons. - It was planned a 2 day workshop to learn how to make earrings and bracelet having a local Indigenous artist as instructor. Craft for children to commemorate Orange Shirt Day and National Day of Truth and reconciliation. 25 children participated in this program. - Children where invited to come to the library to pick up materials to make and decorate an orange shirt out of foam to remember that "Every Child Matters" and we decorated the Tipi with all the orange shirts.

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
	4,175

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
	21	

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
	988

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	9	44
Outreach - Location		Outreach - Number of Visits
Amisk Community School		1
¹ KMS Family Resource Network		1
¹ Kohls School		1
¹ Cold Lake Native Friendship Centre		1
¹ Pikashan First Nations Health Centre & Market Hall		1
¹ Edmonton Public Library - Chinatown Branch		30

Facilities

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

	Facilities
	See previous Section

Door Counts/Library Usage for Outreach Locations

	In Person Visits	Count Method (In Person Visits)
	1,265	Actual Count

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	0	0.00
Other University Degree	0	0.00
Library Technician	0	0.00
Library Operations Certificate	0	0.00
Other Tech/College Diploma	1	28.00
Other	3	796.00
Total Outreach Employees	4	824.00

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
	198

Non-Print Items

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

	Total Non-Print Items
	38

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
	205	Actual count

Northern Lights Library Board 2022

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 and may involve a registration process and/or some promotion of the event

	Total Number of Programs	Total Number of Participants
	5	61

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	0

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
	Hoopla, Libby, Brainfuse

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
	<p>Lac La Biche: This past year we provided Pop Up Services, responded to questions, offered some onsite programming, prepared and delivered Educator Bins, handed out Family Packs, plus created and distributed the popular Take and Make Kits (kits). Cold Lake: During this report period, the number of patrons served at the Outreach Service (Pop Up Library) increased significantly from 152 visitors in the previous report period to 973 visitors in the current report period. The number of items that circulated at Pop Up Library also increased from 151 to 415. With items that patrons donated to the library (Books, DVD, CD), we created a small collection and started circulating them at markets and community events at outreach locations. These items are not in Polaris. We continued adding new titles to our Indigenous Collection at both branches. During this report period we completed our fundraising goals and were able to finalize our project of installing an authentic Tipi at the Library Garden of the South Branch which is going to be open to the public from June to September and will allow us to host programs to learn more about the diverse culture of the residents of this land. Vilna: We established a reading program with Pakan School. We used this program to encourage the love of reading and increase the reading levels of struggling Indigenous students.</p>	<p>"We loved the family packs, keep up the great work, love partnering with you, Take & Make kits are fantastic, love the wide range of materials you provide, love the special preschool programs the libraries offers both onsite and off, and love the ability to book a tour for our classes at the main branch."</p>

¹, BI-weekly, Sept to March(0-2023-03-29)

OROS funding for member libraries- Draft

April 2023

The On Reserve on Settlement ([OROS](#)) grant is awarded annually to Northern Lights Library System based on the population of Indigenous communities in the region. According to the Public Library Services Branch (PLSB) [overview of this grant](#), it was initiated in 2016-2017 to eliminate non-resident fees for people living on-reserve and on-settlement. This would allow these Albertans equitable access to the resources and services of the Public Library Network. The grant is calculated in two portions: \$4.75 per OROS resident for system services and \$5.60 per OROS resident for local library services.

When a reserve or settlement establishes a local library board, the OROS grant is reduced by \$5.60/resident in that community, and the grant is redirected to the new board. If that community also becomes a Northern Lights Library System member, the \$4.75/resident is reallocated from the OROS grant to the regular provincial operating grant for the system. Ideally, each reserve and settlement would have a local library board. The OROS grant would no longer be necessary as the funds would go directly to the communities it is intended to serve.

Until local boards are established on reserves and settlements, libraries in neighbouring communities serving them can [sign an MOU](#) with Northern Lights to receive funding to provide services. Because OROS residents can choose to use any neighbouring library, the funding cannot be equitably distributed on a strict population basis. Therefore, the funding will be based on a formula accounting for library registrations and usage. After consultation with libraries on funding models, we are proposing the following:

The total funding available in 2023 for local library services is \$78,434. Each library serving OROS populations that signs the MOU will receive a amount of \$2,500. The remainder of the funds will be divided by the total number of active registered library patrons (as of March 31, 2023) living on reserve or settlement to a maximum allocation of \$20,000. Funds over \$20,000 will be divided again by the number of active registered library patrons and distributed to libraries not meeting the \$20,000 cap.

Library	Patrons	Funds	Funds/Patron	Sub Total	20k Cap	Total
Two Hills	1	\$2,500.00	\$150.36	\$2,650.36	\$112.89	\$2,763.25
Vilna	1	\$2,500.00	\$150.36	\$2,650.36	\$112.89	\$2,763.25
Elk Point	4	\$2,500.00	\$601.44	\$3,101.44	\$451.55	\$3,552.99
Morinville	8	\$2,500.00	\$1,202.88	\$3,702.88	\$903.09	\$4,605.97
St. Paul	17	\$2,500.00	\$2,556.12	\$5,056.12	\$1,919.07	\$6,975.19
Lac La Biche	31	\$2,500.00	\$4,661.17	\$7,161.17	\$3,499.48	\$10,660.64
Cold Lake	32	\$2,500.00	\$4,811.53	\$7,311.53	\$3,612.36	\$10,923.89
Bonnyville	52	\$2,500.00	\$7,818.73	\$10,318.73	\$5,870.09	\$16,188.82

Ashmont	226	\$2,500.00	\$33,981.41	\$36,481.41	\$20,000.00	\$20,000.00
Total	372	\$22,500.00	\$55,934.00	\$78,434.00	\$0.00	\$78,434.00

We recognize that your library can best provide services to nearby Indigenous communities. Northern Lights does not micromanage or oversee local budgets and will not undertake to do so with these funds. However, this funding is to provide services to the Indigenous communities served by your library and the MOU does require regular reporting of efforts. This is in keeping with the [Library Services for Indigenous Persons Operational Policy](#) of the PLSB, which clarifies that “the local library board has primary responsibility for developing and providing equitable library service at the local level.”

Funding availability from year to year will continue to be variable. Ultimately, we hope that each Indigenous community will choose to establish local boards, and OROS funding will go directly to them.

OROS Briefing Note

The purpose of [the grant](#) is to allow library systems to “offer library services to on-reserve and on-settlement populations that the Province is funding at the per capita level.” This is the library system operating grant of \$4.70/resident and the local library operating grant of \$5.55/resident. This money is to ensure that “on-reserve and on-settlement library patrons will have access to municipal libraries that are managed by the Library Board and to all the services provided by the Province through the Provincial Network of Public Library Service. Patrons will be treated by the Library Board as local residents and will need to acquire a home library card and will be subject to local/municipal card fees if applicable.”¹

What will happen with the \$4.70/resident (\$61,589) intended for a system operating grant?

Besides supporting core library system services this funding will be put toward establishing relationships with OROS communities. The intent of those relationships is to reduce barriers to library access, improve services by understanding their needs, and whenever appropriate establish their membership in Northern Lights Library System.

The PLSB recommends that we hire an Indigenous person to manage the responsibility of this grant. Something akin to the part-time position we recently had, an Indigenous Relations Advisor. Northern Lights has had this position off and on and in various iterations for many years with limited success. The principle behind hiring an Indigenous Relations Advisor is that they come from a shared experience and background. That shared experience, it is believed, will open doors, and help to foster relationships. There may be other ways to achieve the same thing.

Another option is to form an Indigenous Advisory Group that can meet with the Executive 4-6 times a year. I recommend this advisory body be made up of a representative from each non-member Indigenous community in the system (there are 10). Meetings would require about 60 minutes in the Executive Committee. The grant would cover an honorarium for their participation, mileage, and meals. As this is an advisory group participants would not need to be appointed by councils, but community members could apply to the Board to be a member.

The advisory relationship would go in two directions. Members would advise us on the services we provide as a system while they are advised about those services. The hope is that these advisory group members would become champions of library service in their communities while giving us invaluable information on how best to serve these communities and fostering relationships between the Board and local residents.

To get started we would need: a terms-of-reference for the advisory group, a role description for group members, an advertisement seeking applicants for the role, and a policy or policy amendment governing honorariums.

¹ See the [OROS grant](#), page 1.

How will we administer the \$5.55/resident (\$75,452) slated for local funding?

This money will go to local libraries that have registered patrons who live on a reserve or settlement. The money will be equitably distributed amongst these libraries based on a formula accounting for registrations and library usage. Libraries accepting the money will sign an MOU outlining the purpose of the funding and their reporting accountabilities. Northern Lights is ultimately responsible for reporting to the province on the use of this funding, but we will need local libraries to cooperate in gathering statistics and reporting to us their efforts.

There are currently 10 libraries that serve registered patrons living on reserve or on settlement. The number of patrons registered and the circulation (use) of the library varies dramatically. We propose that a base grant of \$2,000 be provided to each library with registered patrons regardless of the perceived usage. This should allow those libraries with less usage some funding to improve their services and reduce barriers to access. The remaining funds would then be distributed based upon a usage formula.

In this scenario, Ashmont public library would take a large portion of the funding (based on registrations and usage). We need to do some investigation as to whether the library board is receiving funding from the school division as well. Ashmont, to date, has not received money from this grant.

Dividing funding in this way is a more equitable approach and delivers support to libraries that are serving patrons from reserves and settlements. In the past, the larger libraries with more resources and staff have seen the bulk of OROS funding. A more equitable distribution may feel like a cut in funding to these larger libraries. In practical terms it will be. However, the intent of the funding is to reduce barriers to access for all our reserves and settlements.

We have begun discussions with library managers and local boards regarding this proposed change in funding distribution.

Unspent OROS funding from previous years will cover the levy costs of Indigenous communities that have joined NLLS (currently Frog Lake and Fishing Lake). How do we intend to manage these funds?

There is \$216,900 in unspent OROS funding from past years. We will place these funds in a 1-year term GIC account. When the funds mature, we'll withdraw the levy payments for OROS member communities and transfer those funds to NLLS' operating account. We will then roll the remaining funds and any interest accumulated back into a 1-year term GIC. We will repeat this process until the funds are exhausted. The province has given us written permission to use these funds for levy payments.

With our new approach to the grant, we will be following the grant terms. All funding will be spent in the year it is awarded from the province. This unspent portion of the grant will not grow. Please note, the bulk of this unspent funding is the result of the COVID-19 pandemic.

6 - Provincial Grant Update



ALBERTA

MUNICIPAL AFFAIRS

Office of the Minister

MLA, Calgary-Shaw

AR110940

March 1, 2023

Dear Public Library Board Members:

Budget 2023 includes good news for Alberta's libraries. The Government of Alberta is increasing funding for library operating grants by \$3 million in 2023. As a result, \$33.55 million will go to 228 library boards in Alberta to support you in providing great service and meeting growing! community needs.

I heard from many of you in recent months about the importance of increasing library funding, and I am pleased to say that your voices were heard. In Budget 2023, we have increased funding, updated the population figures used calculate grants to 2019 (the same figures used for other ministry grants), and simplified the funding formula to one base grant (\$9,000) and one per capita rate (\$5.60) for municipal boards. For regional system boards, per capita rates have been increased to \$4.75 for the operating grant and to \$5.60 for Library Services funding. We have also provided top-up funding where necessary, to ensure that all library boards are eligible for a minimum five per cent increase in their annual grant. For details on what each board is eligible to receive, please visit www.albertalibraries.ca.

Budget 2023 also continues our commitment to fund provincial public library network supports, including our management of SuperNet connectivity, e-content, accessible resources for people with print-disabilities, and interlibrary loan services. All of these services enable equitable library service across the province.

I am proud to be the Minister responsible for public library service. I know from stories you have shared with me, and from visiting my local library, how important libraries are to Albertans. Budget 2023 will allow public libraries to continue to offer job-seeking and language-learning services; to welcome and support newcomers to Canada; to connect people to the internet and community supports; to promote Alberta-published books and magazines; to offer opportunities for reconciliation and Indigenous learnings; and to set up children for success in literacy.

Thank you for your commitment to ensuring Alberta's public libraries remain a vital community hub. If you have questions about your projected grant or the application process, please contact the Public Library Services Branch in Municipal Affairs at libgrants@gov.ab.ca.

Sincerely,

Rebecca Schulz
Minister

7 - Population and Levy

Northern Lights Library Board	Current 2023 invoicing			If we used 2019 pop list			If we used 2021 Federal Census			If we used 2021 Treasury Estimates		
Municipality	2016 Pop	Amt	Levy Amt	Pop 2019	Levy Amt	Diff from Current	Pop 2021	Levy Amt	Diff from Current	Pop 2021	Levy Amt	Diff from Current
Andrew	379	\$10.62	\$4,024.98	425	\$4,513.50	\$488.52	366	\$3,886.92	(\$138.06)	406	\$4,311.72	\$286.74
Athabasca	2,990	\$10.62	\$31,753.80	2965	\$31,488.30	(\$265.50)	2759	\$29,300.58	(\$2,453.22)	2805	\$29,789.10	(\$1,964.70)
Athabasca County	7,662	\$10.62	\$81,370.44	7869	\$83,568.78	\$2,198.34	6959	\$73,904.58	(\$7,465.86)	7641	\$81,147.42	(\$223.02)
Beaver County (NB)	5,689	\$10.62	\$60,417.18	5905	\$62,711.10	\$2,293.92	5868	\$62,318.16	\$1,900.98	5918	\$62,849.16	\$2,431.98
Bon Accord	1,488	\$10.62	\$15,802.56	1529	\$16,237.98	\$435.42	1461	\$15,515.82	(\$286.74)	1479	\$15,706.98	(\$95.58)
Bondiss S.V. (NB)	106	\$10.62	\$1,125.72	110	\$1,168.20	\$42.48	124	\$1,316.88	\$191.16	109	\$1,157.58	\$31.86
Bonnyville	6,921	\$10.62	\$73,501.02	6422	\$68,201.64	(\$5,299.38)	6404	\$68,010.48	(\$5,490.54)	5747	\$61,033.14	(\$12,467.88)
Bonnyville No. 87, M.D. of (NB)	13,233	\$10.62	\$140,534.46	12760	\$135,511.20	(\$5,023.26)	12897	\$136,966.14	(\$3,568.32)	13231	\$140,513.22	(\$21.24)
Boyle	948	\$10.62	\$10,067.76	925	\$9,823.50	(\$244.26)	825	\$8,761.50	(\$1,306.26)	786	\$8,347.32	(\$1,720.44)
Bruderheim	1,348	\$10.62	\$14,315.76	1395	\$14,814.90	\$499.14	1329	\$14,113.98	(\$201.78)	1314	\$13,954.68	(\$361.08)
Chauvin	345	\$10.62	\$3,663.90	345	\$3,663.90	\$0.00	304	\$3,228.48	(\$435.42)	288	\$3,058.56	(\$605.34)
Cold Lake	15,736	\$10.62	\$167,116.32	14961	\$158,885.82	(\$8,230.50)	15661	\$166,319.82	(\$796.50)	15180	\$161,211.60	(\$5,904.72)
Edgerton	401	\$10.62	\$4,258.62	425	\$4,513.50	\$254.88	385	\$4,088.70	(\$169.92)	377	\$4,003.74	(\$254.88)
Elk Point	1,646	\$10.62	\$17,480.52	1452	\$15,420.24	(\$2,060.28)	1399	\$14,857.38	(\$2,623.14)	1182	\$12,552.84	(\$4,927.68)
Gibbons	3,030	\$10.62	\$32,178.60	3159	\$33,548.58	\$1,369.98	3218	\$34,175.16	\$1,996.56	3064	\$32,539.68	\$361.08
Holden	381	\$10.62	\$4,046.22	350	\$3,717.00	(\$329.22)	338	\$3,589.56	(\$456.66)	375	\$3,982.50	(\$63.72)
Innisfree	220	\$10.62	\$2,368.46	223	\$2,368.26	\$31.86	187	\$1,985.94	(\$350.46)	211	\$2,240.82	(\$95.58)
Irma	457	\$10.62	\$4,853.34	521	\$5,533.02	\$679.68	477	\$5,065.74	\$212.40	526	\$5,586.12	\$732.78
Island Lake S.V. (NB)	243	\$10.62	\$2,580.66	228	\$2,421.36	(\$159.30)	174	\$1,847.88	(\$732.78)	234	\$2,485.08	(\$95.58)
Island Lake South S.V. (NB)	72	\$10.62	\$764.64	61	\$647.82	(\$116.82)	81	\$860.22	\$95.58	56	\$594.72	(\$169.92)
Kitscoty	976	\$10.62	\$10,365.12	976	\$10,365.12	\$0.00	852	\$9,048.24	(\$1,316.88)	850	\$9,027.00	(\$1,338.12)
Lac La Biche County	9,531	\$10.62	\$101,219.22	9636	\$102,334.32	\$1,115.10	7673	\$81,487.26	(\$19,731.96)	8155	\$86,606.10	(\$14,613.12)
Lamont	1,753	\$10.62	\$18,616.86	1774	\$18,839.88	\$223.02	1744	\$18,521.28	(\$95.58)	1706	\$18,117.72	(\$499.14)
Lamont County	3,872	\$10.62	\$41,120.64	3899	\$41,407.38	\$286.74	3754	\$39,867.48	(\$1,253.16)	3883	\$41,237.46	\$116.82
Mannville	803	\$10.62	\$8,527.86	828	\$8,793.36	\$265.50	765	\$8,124.30	(\$403.56)	767	\$8,145.54	(\$382.32)
Marwayne	667	\$10.62	\$7,083.54	606	\$6,435.72	(\$647.82)	543	\$5,766.66	(\$1,316.88)	469	\$4,980.78	(\$2,102.76)
Mewatha Beach S.V. (NB)	79	\$10.62	\$838.98	90	\$955.80	\$116.82	103	\$1,093.86	\$254.88	91	\$966.42	\$127.44
Minburn No. 27, County of (NB)	3,383	\$10.62	\$35,927.46	3188	\$33,856.56	(\$2,070.90)	3014	\$32,008.68	(\$3,918.78)	3084	\$32,752.08	(\$3,175.38)
Morinville	9,893	\$10.62	\$105,063.66	9893	\$105,063.66	\$0.00	10385	\$110,288.70	\$5,225.04	10442	\$110,894.04	\$5,830.38
Mundare	855	\$10.62	\$9,080.10	852	\$9,048.24	(\$31.86)	689	\$7,317.18	(\$1,762.92)	884	\$9,388.08	\$307.98
Myrnam (NB)	370	\$10.62	\$3,929.40	339	\$3,600.18	(\$329.22)	257	\$2,729.34	(\$1,200.06)	308	\$3,270.96	(\$658.44)
Paradise Valley	174	\$10.62	\$1,847.88	179	\$1,900.98	\$53.10	153	\$1,624.86	(\$223.02)	206	\$2,187.72	\$339.84
Pelican Narrows S.V. (NB)	162	\$10.62	\$1,720.44	151	\$1,603.62	(\$116.82)	158	\$1,677.96	(\$42.48)	153	\$1,624.86	(\$95.58)
Redwater	2,116	\$10.62	\$22,471.92	2053	\$21,802.86	(\$669.06)	2115	\$22,461.30	(\$10.62)	2159	\$22,928.58	\$456.66
Ryley	497	\$10.62	\$5,278.14	483	\$5,129.46	(\$148.68)	484	\$5,140.08	(\$138.06)	463	\$4,917.06	(\$361.08)
Smoky Lake	1,022	\$10.62	\$10,853.64	964	\$10,237.68	(\$615.96)	1127	\$11,968.74	\$1,115.10	916	\$9,727.92	(\$1,125.72)
Smoky Lake County (NB)	2,459	\$10.62	\$26,114.58	2461	\$26,135.82	\$21.24	3874	\$41,141.88	\$15,027.30	4097	\$43,510.14	\$17,395.56
St. Paul	6,004	\$10.62	\$63,762.48	5963	\$63,327.06	(\$435.42)	5863	\$62,265.06	(\$1,497.42)	5921	\$62,881.02	(\$881.46)
St. Paul No. 19, County of	6,168	\$10.62	\$65,504.16	6468	\$68,690.16	\$3,186.00	6306	\$66,969.72	\$1,465.56	6123	\$65,026.26	(\$477.90)
Sturgeon County (NB)	19,578	\$10.62	\$207,918.36	20506	\$217,773.72	\$9,855.36	20061	\$213,047.82	\$5,129.46	20902	\$221,979.24	\$14,060.88
Sunset Beach S.V. (NB)	44	\$10.62	\$467.28	49	\$520.38	\$53.10	55	\$584.10	\$116.82	53	\$562.86	\$95.58
Thorhild County	3,417	\$10.62	\$36,288.54	3254	\$34,557.48	(\$1,731.06)	3042	\$32,306.04	(\$3,982.50)	3157	\$33,527.34	(\$2,761.20)
Tofield	2,182	\$10.62	\$23,172.84	2081	\$22,100.22	(\$1,072.62)	2045	\$21,717.90	(\$1,454.94)	1919	\$20,379.78	(\$2,793.06)
Two Hills	1,431	\$10.62	\$15,197.22	1443	\$15,324.66	\$127.44	1416	\$15,037.92	(\$159.30)	1374	\$14,591.88	(\$605.34)
Two Hills No. 21, County of (NB)	3,435	\$10.62	\$36,479.70	3842	\$40,802.04	\$4,322.34	3412	\$36,235.44	(\$244.26)	3672	\$38,996.64	\$2,516.94
Vegreville	5,758	\$10.62	\$61,149.96	5708	\$60,618.96	(\$531.00)	5689	\$60,417.18	(\$732.78)	5673	\$60,247.26	(\$902.70)
Vermilion	4,545	\$10.62	\$48,267.90	4150	\$44,073.00	(\$4,194.90)	3948	\$41,927.76	(\$6,340.14)	4038	\$42,883.56	(\$5,384.34)
Vermilion River, County of (NB)	8,317	\$10.62	\$88,326.54	8453	\$89,770.86	\$1,444.32	7994	\$84,896.28	(\$3,430.26)	8493	\$90,195.66	\$1,869.12
Viking	1,041	\$10.62	\$11,055.42	1083	\$11,501.46	\$446.04	986	\$10,471.32	(\$584.10)	951	\$10,099.62	(\$955.80)
Vilna	290	\$10.62	\$3,079.80	290	\$3,079.80	\$0.00	268	\$2,846.16	(\$233.64)	286	\$3,037.32	(\$42.48)
Wainwright	6,289	\$10.62	\$66,789.18	6270	\$66,587.40	(\$201.78)	6606	\$70,155.72	\$3,366.54	6284	\$66,736.08	(\$53.10)
Wainwright No. 61, M.D. of (NB)	4,138	\$10.62	\$43,945.56	4479	\$47,566.98	\$3,621.42	4464	\$47,407.68	\$3,462.12	4467	\$47,439.54	\$3,493.98
Waskatenau	255	\$10.62	\$2,708.10	227	\$2,410.74	(\$297.36)	247	\$2,623.14	(\$84.96)	227	\$2,410.74	(\$297.36)
West Baptiste S.V. (NB)	52	\$10.62	\$552.24	38	\$403.56	(\$148.68)	46	\$488.52	(\$63.72)	35	\$371.70	(\$180.54)
Whispering Hills S.V. (NB)	108	\$10.62	\$1,146.96	142	\$1,508.04	\$361.08	128	\$1,359.36	\$212.40	135	\$1,433.70	\$286.74
Total	174,959		\$1,858,064.58	174848	\$1,856,885.76	(\$1,178.82)	171482	\$1,821,138.84	(\$36,925.74)	173272	\$1,840,148.64	(\$17,915.94)
Frog Lake	2,021	\$10.62	\$21,463.02	2139	\$22,716.18	\$1,253.16	2139	\$22,716.18	\$1,253.16	2139	\$22,716.18	\$1,253.16
Fishing Lake	436	\$10.62	\$4,630.32	436	\$4,630.32	\$-	436	\$4,630.32	\$-	436	\$4,630.32	\$-
Total incl Prov and Fed	177,416		\$1,884,157.92	177423	\$1,884,232.26	\$74.34	174057	\$1,848,485.34	(\$35,672.58)		\$1,867,495.14	(\$16,662.78)

8 - Plan of Service 2024-2026

Plan of Service Development Schedule

As I've considered the work that needs to take place to write a successful Plan of Service it makes the most sense to hold these meetings in-person. In-person meetings will give us the best chance for great dialogue. I also think these meetings ought to be held out in our library spaces. I propose we use the facilities of those library managers on the committee. Each of them is fortuitously aligned with strategic priorities that I believe will arise in our discussions.

Choosing to meet in-person limits our ability to bring in an outside facilitator for the process. We make up for some of that loss by potentially bringing in expert speakers/guests to inspire participants and get the conversation rolling. Each session would therefore be facilitated by a member of our leadership team. This saves on facilitator costs and takes advantage of the professional staff we have, all of whom, do this kind of work.

Meeting 1 – The Kickoff (Facilitated by James – Executive Director)

Location: Headquarters (those that can't be in person we'd bring in online), in-person for this kind of work would be the ideal.

Tentative Agenda: (3 hours + lunch)

1. Discuss the Purpose and structure of a Plan of Service
2. Guest Speaker (30 minutes)
3. Review example POS from other library systems
4. Consider information already available to us
5. Focus group on strategic priorities for Governance and Administration

After meeting we would publish a draft version of strategic priorities for Governance and Administration for feedback from system membership.

Meeting 2 – Foundational Services (Facilitated by Terri Hampson – Manager of Operations)

Location: Myrnam School (online hybrid possible, need to confirm school will provide space – library manager from Myrnam is on committee and they are embarking on board creation)

Tentative Agenda (3 hours + lunch)

1. Review of results from first meeting / revisions
2. Guest speaker (30 minutes)
3. Focus group on strategic priorities for Operations (Delivery, Processing, Cataloging, etc)

After meeting we would publish a draft version of strategic priorities for Operations for feedback from system membership as well as a revision of Admin and Governance based on feedback received.

Meeting 3 – Inspired Future (Facilitated by Jessie Morris, Manager of Member Library Services)

Location: Newbrook (online hybrid possible, library manager on the committee, they have a tremendous space)

Tentative Agenda (3 hours + lunch)

1. Review of results from second meeting
2. Guest speaker (30 minutes)
3. Focus group on Strategic priorities for Member Library Services (collections, consulting, programs/training)

After meeting we would publish a draft version of strategic priorities for MLS for feedback from system membership as well as a revision of Operations on feedback received.

Meeting 4 – Future of Tech in Libraries (Facilitated by Tim Kuelker manager of Technology Services and Infrastructure)

Location: Lac La Biche (online hybrid possible, library manager on the committee, I love the connection of holding our Technology discussion in LLB)

Tentative Agenda (3 hours + lunch)

1. Review of results from third meeting
2. Guest Speaker (30 minutes)
3. Focus group on Strategic priorities for Technology Services (Network, public computing, software, security, web, etc.)

After meeting we would publish a draft version of strategic priorities for TSI for feedback from system membership as well as a revision of MLS based on feedback received.

Meeting 5 Wrap up and Indigenous Services (Facilitated by ? any suggestions ?)

Location: Fishing Lake or Frog Lake (Costs for this meeting covered by our OROS budget line) participants joining in online would not be an option for this meeting

Tentative Agenda (3 hours + lunch)

1. Review of results from fourth meeting
2. Guest Speaker (30 minutes)
3. Focus group on Strategic priorities for Indigenous Services (OROS grant, Advisory Circle, marketing, expansion)

After meeting we would publish a draft version of strategic priorities for service to Indigenous communities for feedback from system membership as well as a revision of TSI based on feedback received.

This would be our wrap up meeting. We'd take revisions/feedback to our Indigenous Advisory Circle

We'd send the final Plan of Service to Focus Communications for graphic design and publishing. Costs for this would be covered in our regular marketing budget.

Budget:

We budgeted \$4,000 in Committee Meetings for the plan of service (6502). Additionally, we have budgeted \$7,000 in Outreach and Honoraria (6510) that would cover this (because we made the conscious decision to reduce council visits).

The 4 meetings at HQ, Myrnam, Newbrook, and Lac La Biche would incur the following expenses:

Honoraria: \$3,400
Mileage: \$8,461.50
Catering: \$1,000
Speaker fees and mileage: \$2,000
Total: \$14,861.50

We would have a budget shortfall of \$3,861.50 based on this estimate which presumes full attendance at every meeting. Condensing to 3 meetings would bring the budget inline .

OROS Budget to cover Fishing Lake meeting.

Mileage: 1765.01
Catering: 250
Speaker fee and mileage 500
Total: \$2,515.01

Guest Speakers

The intention here would be to bring in guests with expertise in the strategic area being discussed. We would pull these people from other systems, PLSB, Libraries, etc. The fees for these speakers would be very modest. We'd be looking for people that can include this in their general professional portfolio. I.E. it might be good to have a speaker from our main IT contractor, ACSI that can speak to network security and the future of computing in libraries. If we can bring speakers in remotely that would also help reduce costs.

Timing

If we intend to conduct these meetings in-person I highly recommend that we limit them between May to October when the roads are optimal. The more we can complete before the end of August and the first look at our 2024 draft budget the better. The POS will have a significant impact on future budgets.

A meeting schedule should be finalized by mid to late April. There is an April 14th Executive Meeting where our approach could be discussed and finalized. However, It would be best to schedule the kick-off meeting before that meeting if it will be in the last 2 weeks of April / first 2 weeks in May. Also, we may need to schedule these meetings on a Saturday to find a time that would accommodate the most people.

9 - Policy Updates

STATEMENT OF POLICY AND PROCEDURE

Section: Service Points | Chapter: General | Page(s): 1

Subject: **LOAN OF RESOURCES POLICY** | Sec 4, 1B

Reviewed: 2023-04-03 | Revised: 2018/09/08 | **Effective: 2017/05/17**

SECTION 4 – 1.B

LOAN of RESOURCES POLICY

The intent of this policy is to make the widest possible selection of library items available to all patrons of the Northern Lights Library System (NLLS) Community Library, and to ensure that library items are returned in good condition and in a timely manner. ~~The NLLS Community Library will uphold the obligations of participation in the Northern Lights Library System, The Regional Automation Consortium (TRAC), the Alberta Library (TAL) Card program, and the ME Libraries Program.~~

1. All guidelines, regulations and other obligations of participation relating to inter-library loans (ILLs) through other organizations, including The Regional Automation Consortium (TRAC), The Alberta Library (TAL), and the ME Libraries Program, will be respected by the NLLS Community Library and its staff. NLLS Community Library policy applies only to items owned by NLLS.
2. Materials must be checked out in the Integrated Library System (ILS) software before leaving library premises.
3. Library cards are issued to individuals living within member municipalities of Northern Lights Library System. Valid government issued ID and proof of address must be presented to obtain a library card.
4. A cardholder must present his or her library card (physical or electronic) to borrow materials. Cardholders must give prior written approval for anyone else to pick up materials on their behalf.
5. All hard copy materials may be borrowed for a standard period of three (3) weeks.
6. Digital resources not provided by the library system may be borrowed for a period of ~~time~~ as stipulated by the content provider.
7. Items in the Reference collection or items deemed by the Library Manager to be irreplaceable may be ~~designated non-circulating. not be borrowed.~~
8. A maximum of two (2) renewals per item are permitted.
 - a) An item may not be renewed if another cardholder in the library system has placed a hold on that item.
 - b) Renewals may not be possible for ILL items; ~~see point 1.~~
 - c) Extended due dates may be granted upon checkout at the discretion of the Library Manager or ~~his~~ designate in the event of holiday travel, anticipated hospitalization or recuperation, or other ~~foreseeable~~ absences.
 - d) Further renewals may be granted at the discretion of the Library Manager or designate in the event of exceptional circumstances.
9. Renewals may be made in person, over the phone, or via the Library's online catalogue.
10. It is the responsibility of cardholders to ensure items are returned on time.
11. Cardholders are encouraged to inform the library immediately about lost items.
 - a) The cardholder may be charged the purchase price of the book as listed in the library's ~~integrated library system~~ (ILS).
 - b) Replacement charges may be waived at the library ~~manager's employee(s) member's~~ discretion (for instance, if an exact replacement copy in new or pristine condition is provided by the cardholder).
 - c) If an item is found by a cardholder after the replacement costs have been paid, that item becomes the property of the cardholder and cannot be returned to the library for reimbursement.
12. A cardholder's borrowing privileges ~~may will~~ be suspended when their total fines are equal to or greater than ten (\$10.00) dollars.

STATEMENT OF POLICY AND PROCEDURE

Section: NLLS Employee(s) | Chapter: Code of Ethics | Page(s): 1

Subject: **EXECUTIVE DIRECTOR GRIEVANCE** | Sec 1, 3R

Reviewed: 2023-04-03 | Revised: 2020/05/23 | **Effective: 2017/05/13**

SECTION 1 - 3.R

EXECUTIVE DIRECTOR GRIEVANCE

1. If the Executive Director has a grievance with the Northern Lights Library System (NLLS) Chair or Executive Committee, the Executive Director can file a grievance with the Grievance Committee.
 2. The principles and procedures of the general Grievance Policy Sec 1: 3Q apply to the Executive Director Grievance policy.
 3. The Executive Director shall have ten (10) working days after receiving a written decision of the Grievance Committee to appeal the Committee's response decision by consulting with the Committee, a third-party arbitrator agreeable to both parties. The Executive Director can appeal decisions of the grievance committee for the following areas: ~~an outside source, possibly in consultation with Municipal Affairs—Public Library Services Branch.~~
 - a) General
 - b) Disciplinary
 - c) Harassment
 4. ~~The Executive Director has the right to request a committee member to abstain if they have a conflict of interest with the grievance at hand or are the subject of the grievance.~~ If a member of the Committee is directly involved in the grievance, or otherwise has a conflict of interest, they must recuse themselves from the process. They will be replaced by the alternate for their Zone.
 5. ~~If the grievance is with a grievance committee member, then the alternate for that zone must take their place.~~
 6. If the ~~grievance is with~~ Vice Chair ~~recuses~~ themselves from the process, then ~~an alternate from the~~ a Grievance Committee alternate (not the Board Chair) will be appointed in their place. ~~and must take their place.~~
 - a) ~~—The Grievance Committee will select a Chair in this instance~~
-

STATEMENT OF POLICY AND PROCEDURE

Section: NLLS Employee(s) | Chapter: Code of Ethics | Page(s): 3

Subject: **GRIEVANCES** | Sec 1, 3Q Appendix W

Reviewed: 2020/02/21 | Revised: 2020/05/23 | **Effective: 2020/02/29**

SECTION 1 - 3.Q APPENDIX W

GRIEVANCES

Although we seek to provide a workplace in which all employees feel that they are an important part of the Northern Lights Library System (NLLS) and where employees feel fairly treated, there may be times when ~~you have~~ a dispute ~~with a co-worker between employees and management, supervisor, or NLLS which can best be~~ must be resolved through a formal procedure for dispute resolution. Disputes between an existing employee and NLLS are to be resolved ~~by~~ in accordance with the following procedure. ~~Please note, however, that~~ NLLS reserves the right to apply ~~modify~~ this policy and its procedure ~~at any time~~ in its sole discretion.

1. General

- a) Any current employee may file a grievance related to conditions of employment, workplace harassment ~~from other employees~~, occupational health and safety issues, or other employment related issues.
- b) A former employee who has resigned, or whose employment has been concluded by NLLS, is not permitted to file a grievance under this policy.
- c) Nothing in this policy prohibits an employee, or former employee, from seeking remedies available under the Employment Standards Code, the Alberta Human Rights Act, ~~or~~ the Occupational Health and Safety Act, ~~or~~ any other employment related legislation, or from ~~involving~~ ~~commencing~~ the courts ~~proceedings~~.
- d) NLLS strives to ~~recognizes the importance of~~ maintaining confidentiality, impartiality, and fairness throughout ~~in respect to, and during~~ the grievance process.
- e) All matters related to a grievance shall be kept confidential to the extent ~~reasonably~~ possible. However, ~~so as to~~ allow sufficient and proper investigation into a grievance ~~when required~~, absolute confidentiality cannot be guaranteed. Investigation into a grievance shall involve the aggrieved ~~parties to~~, and those named in the grievance, as well as others who may have relevant information regarding the grievance.
- f) ~~Accordingly, When an employee files a grievance, it is important and expected that the employee submits their grievance only to the individuals expressly identified in this policy for each respective Level of adjudication A grievance will be filed in the following order:~~
 - i Level 1 adjudicator – immediate Supervisor or Department Manager,
 - ii Level 2 adjudicator – Executive Director,
 - iii Level 3 adjudicator ~~–and/or grievances that relate to the Executive Director–~~ Chairperson of the Grievance Committee.

~~Grievances related to the Executive Director begin at level 3.~~ An employee who fails to strictly comply with the foregoing may be subject to disciplinary action, up to and including termination of employment.

- g) The ~~applicable level~~ adjudicator ~~for each level~~ will be the individual~~(s)~~ responsible for rendering a written decision. ~~at the levels outlined in Part 2 of this policy.~~
- h) The involvement of witnesses will be at the discretion of the ~~applicable level~~ adjudicator.
- i) An employee who files a grievance ~~in good faith~~ under this policy shall not be subjected to ~~any retaliatory action from any party. adverse or negative treatment as a result of filing the grievance. No employee shall take retaliatory action against a grievor, and/or other individual(s), in attempt to dissuade, deter, or punish the grievor, and/or other individual(s), from participating in the grievance process.~~ Disciplinary action, up to and including termination of employment, may result for any ~~such~~ retaliatory action.
- j) An employee who files a frivolous or vexatious grievance, or a grievance in bad faith, (as determined by NLLS) may be subject to disciplinary action, up to and including termination of employment.
- k) If the Executive Director is ~~or will be~~, absent from work ~~for more than one (1) consecutive week an extended period of time~~, their ~~Executive Director may appoint a temporary designate for the purpose of~~ has the authority to administering this policy. ~~during such absence from work.~~

2. Procedure

Level 1

- a) The employee shall, before taking any other steps, ~~informally and verbally~~ discuss the matter with their immediate Supervisor ~~or Department Manager~~. Formal grievances ~~filed in writing to their immediate supervisor or~~

~~Department Manager~~ will not be accepted, ~~reviewed, or adjudicated under this policy~~ until the matter is ~~informally and verbally~~ discussed with their immediate Supervisor ~~or Department Manager~~. If the matter is informally resolved by the involved parties, no further action(s) will be taken. Otherwise;

- b) ~~Failing satisfaction of the grievance matter at Level 1(a), the grievor~~ the aggrieved shall formally file a grievance in writing, ~~in using the form attached to this Policy as~~ Appendix W, to their immediate Supervisor ~~or Department Manager~~ within ten (10) working days of the ~~conversation with their supervisor that did not produce an agreeable resolution. initial event that brought about the grievance.~~
- c) A grievance filed after ten (10) working days of the initial ~~conversation with their Supervisor must begin again at step A before a formal grievance may be submitted. event that brought about the grievance shall not be accepted, reviewed, or adjudicated under this Policy. An employee waives their right to submit or advance a grievance that is filed after 10 working days of the initial event that brought about the grievance.~~
- d) The immediate Supervisor or ~~Department~~ Manager shall render a written decision regarding the grievance within ~~a reasonable time. ten (10) working days.~~

Level 2

- a) Failing satisfactory resolution of the grievance under Level 1, the grievor shall submit the grievance in writing to the Executive Director within five (5) working days after receipt of the grievance decision from the employee's immediate Supervisor or ~~Department~~ Manager.
- b) A grievance submitted to the Executive Director more than five (5) working days after the grievor's receipt of the grievance decision from the employee's immediate Supervisor or Department Manager shall not be accepted, further reviewed, or further adjudicated. ~~under this Policy. A grievor waives their right to further advance a grievance that is submitted to the Executive Director more than five (5) working days after the grievor's receipt of the grievance decision from the employee's immediate Supervisor or Department Manager.~~
- c) The Executive Director shall meet with the grievor to discuss the grievance. The Executive Director shall also meet with any parties to ~~and those named in,~~ the grievance. If required, the Executive Director shall perform an investigation into the grievance. In addition to interviewing the parties to ~~and those named in,~~ the grievance, the Executive Director's investigation may include interviewing others who may have relevant information regarding the grievance. The Executive Director will review and consider all available information and documentation that is relevant to the grievance.
- d) The Executive Director shall render a written decision within ~~ten (10) working days. a reasonable time.~~

Level 3

- a) Failing satisfactory resolution of the grievance under Level 2, the grievor shall submit the grievance in writing within five (5) working days after receipt of the Executive Director's grievance decision to the Chairperson of the Grievance Committee. ~~, on behalf of the Grievance Committee.~~
- b) A grievance submitted to the Chairperson of the Grievance Committee more than five (5) working days after the grievor's receipt of the grievance decision from the Executive Director shall not be accepted, further reviewed, or further adjudicated. ~~under this Policy. A grievor waives their right to further advance a grievance that is submitted to the Chairperson of the Grievance Committee more than 5 working days after the grievor's receipt of the grievance decision from the Executive Director.~~
- c) The Executive Director will provide the Chairperson of the Grievance Committee with all information and documentation relevant to the grievance ~~that has been obtained,~~ for the review and consideration of the ~~which the~~ Grievance Committee ~~will review and consider.~~
- d) The Grievance Committee shall meet with the grievor to discuss the grievance. The Grievance Committee shall also meet with any parties to the grievance.
- e) The Grievance Committee shall render a written decision ~~within twenty (20) working days. a reasonable time.~~
- f) The written grievance decision of the Grievance Committee is final ~~and binding,~~ subject to any applicable statutes.

Grievance Against Executive Director

- a) If an employee's grievance relates to the Executive Director, the grievance will proceed directly from Level 1 to Level 3. Accordingly, the employee shall formally submit a grievance in writing, using ~~in the form attached to this Policy as~~ Appendix W, to the Chairperson of the Grievance Committee within ten (10) working days of the initial conversation with the Executive Director. ~~event that brought about the grievance.~~
- b) A grievance relating to the Executive Director that is submitted to the Grievance Committee more than ten (10) working days after receipt of the grievance decision from the Executive Director ~~the initial event that brought about the grievance~~ shall not be accepted, reviewed, or adjudicated. ~~under this Policy. A grievor waives their right to submit or advance a grievance that relates to the Executive Director that is submitted to the Grievance Committee more than 10 working days after the initial event that brought about the grievance.~~
- c) The Grievance Committee shall meet with the grievor ~~and to discuss the grievance. The Grievance Committee shall also meet with~~ the Executive Director ~~separately~~ to discuss the grievance. ~~If required, in addition to interviewing the grievor and the Executive Director, the Grievance Committee may further investigate the matter, which may include interviewing others who may have relevant information regarding the grievance.~~ The Grievance Committee will review and consider all available information and documentation ~~including interviewing relevant parties. that is relevant to the grievance.~~
- d) The Grievance Committee shall render a written decision within twenty (20) working days. ~~a reasonable time.~~
- e) The written grievance decision of the Grievance Committee is final ~~and binding~~, subject to any applicable statutes.

3. Resolution of Grievance

- a) If the grievor agrees with a written grievance decision, they shall sign ~~the decision in acknowledgment that the matter is resolved. the written grievance decision, indicating that they agree with the grievance decision and that they consider the grievance resolved.~~
- b) A copy of the grievance and the written grievance decision(s) will be ~~sealed and~~ placed in the grievor's personnel file, as well as the personnel file of other parties to the grievance, ~~if any.~~
- c) ~~A copy of the grievance and the written grievance decision(s) will be sealed and placed in the employee(s) file indefinitely however after three (3) years they will not count towards employee progressive discipline.~~ Written grievances do not constitute disciplinary action although it may be recommended as part of the decision, see Sec 1, 1P Performance Management.
- d) ~~If a grievor files a formal grievance but it is resolved prior to a written decision being rendered, a copy of the grievance will be placed on the grievor's personnel file along with a written acknowledgment from the grievor that the grievance was satisfactorily resolved.~~

4. Grievance Committee

- a) The Grievance Committee will consist of 5 members:
 - i. NLLS Vice Chair
 - ii. Four (4) Members of the NLLS Board (one from each zone/non-Executive)
 - iii. Each Zone shall appoint an alternate.
- b) The Chairperson of the Grievance Committee will be chosen by its 5 members, from among its 5 members.

APPENDIX W – Grievance Form



Employee Grievance Form

Grievant Information

Employee Name: _____ Date: _____

Job Title: _____ Date of Hire: _____

Home Mailing Address: _____

Work Mailing Address: _____

Date, time and place of event leading to grievance:

Detailed account of occurrence (include names of persons involved, if any):

Please state policies, procedures, or guidelines that you feel have been violated:

Proposed solution to grievance:

The grievant should retain a copy of this form for his/her records. The signature below indicates that you are filing a grievance, and any information on this form is truthful.

Employee Signature

Date

Received by

Date

Retain in file

Date

STATEMENT OF POLICY AND PROCEDURE

Section: NLLS Employee(s) | Chapter: Conditions of Employment | Page(s): 2

Subject: **PERFORMANCE MANAGEMENT** | Sec 1, 1P

Reviewed 2023-03-03 | Revised: 2019/09/21 | **Effective: 2017/05/13**

SECTION 1 - 1.P

PERFORMANCE MANAGEMENT

1. Performance reviews

~~Performance Evaluation form~~

- a) Managers, supervisors, and employees are strongly encouraged to discuss job performance and goals on an informal, day-to-day basis. ~~to provide both supervisors and employees the opportunity to discuss job tasks, identify and correct weaknesses, encourage and recognize strengths, and discuss positive, purposeful approaches for meeting goals.~~
- b) A performance review of each employee's ~~performance~~ will be conducted annually at a time and date agreed upon by the Department Manager and the employee. Performance reviews take place during the probationary period ~~(third month) and once a year thereafter per year anniversary of commencement of employment or~~ (generally at the end of the calendar year).
- c) The performance review shall involve a review of the employee's job description, a review of the goals set during the previous ~~review appraisal~~, and the setting of new goals for the coming year. The performance review will take into account the employee's ability to perform the tasks listed in the job description and the completion of goals set. The performance review process will allow for employee input and collaboration.
- d) A copy of the signed performance review shall be placed in the employee's confidential personnel file.

2. Employee Discipline

- a) ~~Penalty for Non-compliance~~ Any employee who contravenes ~~any section of the~~ Northern Lights Library System (NLLS) policy, ~~or acts in an unprofessional manner and procedure handbook~~ may be subject to disciplinary action. Disciplinary actions may include:
 - ~~Verbal or written warning~~
 - i. Verbal warnings ~~will be noted to file~~
 - ii. ~~Written warnings~~
 - iii. Suspension ~~with or without pay~~
 - iv. Dismissal or
 - v. Such other action or penalty as may be appropriate and permitted by law under the circumstances.

~~Employee Conduct and Disciplinary Action~~

- b) ~~Documented performance problems or unprofessional conduct may result in progressive forms of discipline ranging from minor to severe.~~ Each ~~notice~~ verbal or ~~written~~ warning ~~should will~~ clearly indicate the potential consequences should the undesirable behavior continue or recur.
- c) While an incident of sufficient seriousness may warrant immediate dismissal, NLLS policy is to adhere to the following disciplinary procedures:
 - I. Verbal Warning – ~~The department manager will counsel~~ing with the offending employee ~~clear communication~~ regarding the unprofessional behavior. The warning will be documented, ~~and~~ initialed, and placed in the ~~an~~ employee's personnel file ~~by the Executive Director~~.
 - Verbal warnings will be excused from the employee(s) record after 365 days but retained in the file.
 - ~~Work suspension may be included with or without pay~~
 - II. Written Warning (~~1~~) - a written ~~direct~~ notice to cease and discontinue unprofessional activity will be documented, initialed ~~by the employee, manager, and Executive Director~~, and placed in the ~~an~~ employee's personnel file. ~~Managers will review the warning with the employee at 30, 60, and 90 days after the written warning is issued. review follow up.~~
 - Written warnings will stay in the employee's file indefinitely; however, after three (3) years they will not count towards the employee's progressive discipline.
 - ~~Work suspension may be given included with or without pay.~~

- iii. ~~Second Written Warning (2)~~ - a formal disciplinary ~~e-notice-with-a~~ meeting with the offending employee, Executive Director, and department manager will be held ~~and Human Resources~~ to decide specific changes, desired outcomes, and establish a time frame for review of the written warning. All other procedures with a first written warning apply. ~~required with time frame review.~~
- ~~Documented and initialed and placed in an employee's personnel file~~
 - ~~Work suspension may be included with or without pay~~
- iv. Three (3) written warnings within one (1) year may be grounds for termination.
- v. Any documentation regarding harassment or serious safety violations will stay in employee(s) file(s) indefinitely, and ~~may can~~ be applied towards employee progressive discipline.
- vi. ~~Further action up to and including termination may be required.~~
3. The Executive Director of NLLS or delegate who is authorized in writing ~~may be consulted at any time during the action and must be consulted regarding termination in the event that legal counsel needs to be obtained.~~ will make all final decisions regarding an employee's termination.

NLLS Executive Board Chair

September 21, 2019

Date of Approval

STATEMENT OF POLICY AND PROCEDURE

Section: NLLS Employee(s) | Chapter: Conditions of Employment | Page(s): 1

Subject: **EMPLOYEE(S) LONG SERVICE** | Sec 1, 10

Reviewed 2020/02/21 | Revised: 2020/05/23 | **Effective: 2017/05/13**

SECTION 1 - 1.0

EMPLOYEE(S) LONG SERVICE

1. NLLS recognizes the long service contribution of its employees.
2. **On their employment anniversary milestone**, employees shall receive a gift card of **their** choice, ~~on completion of their anniversary date~~ as follows:

3 Year	\$100.00
5 Year	\$200.00
10 Year	\$300.00
15 Year	\$400.00
20 Year	\$500.00
25 Year	\$700.00

- Please note this amount may be taxable as per Revenue Canada guidelines.

NLLS Executive Board Chair

May 23, 2020

Date of Approval

STATEMENT OF POLICY AND PROCEDURE

Section: NLLS Employee(s) | Chapter: Conditions of Employment | Page(s): 2 Subject:

VACATION | Sec 1, 1J

Reviewed 2023-04-03 | Revised: 2020/05/23 | **Effective: 2017/05/13**

SECTION 1 - 1.J

VACATION

1. Northern Lights Library System (NLLS) adheres to the Alberta Employment Standards in regard to vacations.
2. Permanent employees shall be entitled to annual vacation days with pay. Temporary employees shall receive vacation pay on each pay cheque. In accordance with the Alberta Employment Standards Code, vacation time and payment will not accrue during unpaid leaves of absence, including job protected leaves of absence such as maternity, parental, sickness, long term disability, etc.
3. The vacation entitlement is calculated on a calendar year basis using a common anniversary date of January 1st.
4. Vacation entitlement is as follows:
 - a) Vacation entitlement is pro-rated monthly upon hire date to Dec 31
 - b) Considering experience and qualifications and to attract qualified employees, the Executive Director has the discretion to offer additional vacation entitlement up to one additional week.
 - c) All permanent Employee(s) excluding management:
 - i. Three (3) weeks paid vacation earned within one (1) year's employment.
 - ii. Four (4) weeks paid vacation after four (4) year's employment.
 - iii. After ten (10) years of continued employment, the employee will gain one (1) vacation day for each additional year, to a maximum of five (5) weeks paid vacation.
 - d) Management:
 - i. Four (4) weeks paid vacation earned within one (1) year's employment.
 - ii. Five (5) weeks paid vacation after four (4) year's employment.
 - e) Executive Director:
 - i. As per negotiated contract.
5. Should an employee leave before the end of the year after having taken vacation, the salary paid for the unearned vacation shall be deducted from the employee's final pay cheque.
6. Vacation time is scheduled by the Executive Director or the Department Manager. ~~A tentative vacation schedule will be drawn up by May 31st of each year. Vacation time will be~~ and allotted on a first come, first served basis.
7. Scheduling conflicts unable to be resolved by a supervisor will be resolved with the employee(s) and the Executive Director.
8. To maintain services at an acceptable level, vacation taken during prime vacation periods must be planned in advance.
 - i. A tentative vacation schedule for the months of June, July, and August will be created by March 31st of that year.
 - ii. A tentative vacation schedule for the month of December will be created by September 30th of that year.
9. For vacation calculation purposes, employees beginning their services after the 15th of the month will be deemed to have begun such service on the 1st day of the following month.
10. ~~For employees paid by monthly salary, NLLS must pay the employee's regular rate of pay for the time of their vacation. Each week of vacation pay is calculated by dividing their monthly wage by 4.3333 (which is the average number of weeks in a month).~~
11. ~~For employees who are paid hourly, weekly, or by commission or other incentive pay,~~ Northern Lights Library System (NLLS) ~~must pay:~~ will follow Alberta Employment Standards rates for calculating vacation pay for all employees.

Length of employment	Number of weeks' annual vacation	% of wages
Less than 1 year	Not entitled unless stated in contract	4% of wages
1 to 4 years	2 weeks	4% of yearly wages

5-years or more	3-weeks	6% of yearly wages
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12. ~~NLLS is required to provide annual vacations to employees. vacations in an one (1) unbroken period. However, an employee can request, in writing, for the vacation to be broken into shorter periods, and if the request can be accommodated, vacation time is allowed to be taken in half day increments, if agreed to by NLLS and the employee.~~
13. An employee may carry over a maximum of two (2) weeks (10 days) of vacation leave into the next calendar year with the approval of the Executive Director upon the recommendation of the Department Manager. Requests in writing to the Department Manager should be made by November 1st of the current year.
14. Minimum of two (2) week(s) vacation time must be used during the year.
15. Any unused vacation days that have~~s~~ not been taken within the calendar year or have~~s~~ not been carried over ~~according to previous stated policy~~ into the next calendar year according to previous stated policy, will be paid out in the final December payroll of the current calendar year.
16. ~~Carried over vacation from the previous year must be used by the sixth (6) month of the following year or the exception to be given with the approval of the Executive Director.~~
17. If serious injury or illness should occur during an employee's vacation, the employee may apply to have the time lost assigned to available ~~sick~~ ~~personal~~ leave rather than vacation. In this case the employee will submit to the Department Manager ~~within three (3) days of receiving the~~ a doctor's certificate stating the nature and duration of the treatment required, ~~within three (3) days of receiving it.~~
18. Statutory or declared holidays will not be included in the vacation period.
19. ~~NLLS management is allowed to deny requests for vacation at specific times due to for operational reasons. If NLLS management and the employee can't agree on the employee's vacation time, NLLS management can decide when it will be taken. However, the NLLS management must apprise give the employee of the vacation start date at least two (2) weeks' in advance notice in writing. of the vacation start date.~~

NLLS Executive Board Chair

May 23, 2020

Date of Approval

STATEMENT OF POLICY AND PROCEDURE

Section: NLLS Employee(s) | Chapter: Conditions of Employment | Page(s): 1

Subject: **EMPLOYEE REDUCTION and TERMINATION** | Sec 1, 1F

Reviewed 2023-03-03 | Revised: 2019/11/23 | **Effective: 2017/05/13**

SECTION 1 - 1.F

EMPLOYEE REDUCTION and TERMINATION

The Northern Lights Library System recognizes that fairness to both the employee and the employer is important.

1. ~~The Northern Lights Library System recognizes that fairness to both the employee and the employer is important.~~ If an employee is dismissed or a position is reduced or changed, ~~it the policy on employee termination will be is~~ in accordance with the Government of ~~Alberta Labour~~ ~~Employment Standards Code~~.
 - a) When a permanent employee is dismissed, with or without cause, the employee shall be given notice in accordance with Alberta Labour Standards. ~~wage and/or time. in accordance with the Employment Standards Code.~~
 - b) ~~The Executive Director may be required to eliminate a position or amalgamate positions. Should this occur, all concerned employees will be given appropriate notice as per the Employment Standards Code.~~
 - c) Any compensation package(s) ~~provided to dismissed staff~~, over and above ~~Alberta Labour Standards, the Employment Standards Code~~ must be ratified by the Executive Committee.

NLLS Executive Board Chair

November 23, 2019

Date of Approval

STATEMENT OF POLICY AND PROCEDURE

Section: NLLS Board | Chapter: Code of Ethics | Page(s): 1

Subject: **COMMUNICATION PROTOCOL – NLLS BOARD** | Sec 2, 1P

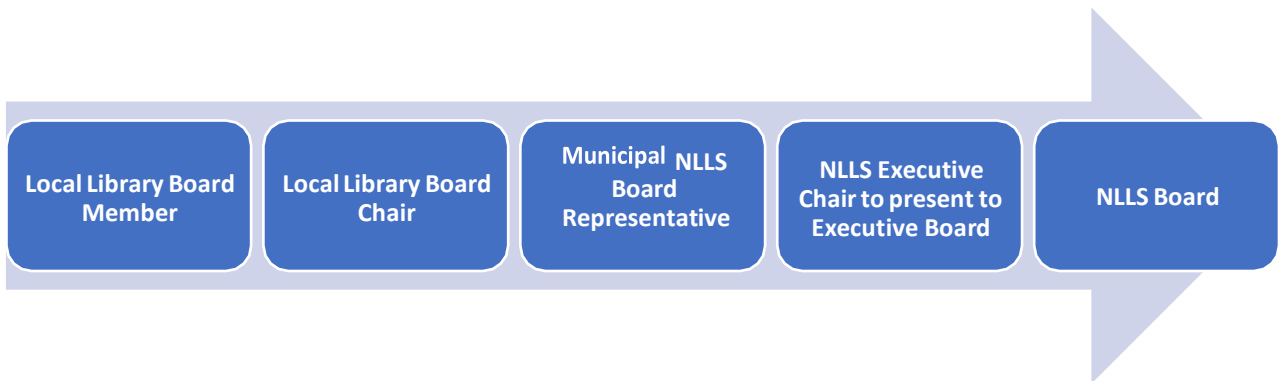
Reviewed: 2023-04-06 | Revised: 2018/09/08 | **Effective: 2018/09/08**

SECTION 2 – 1.P

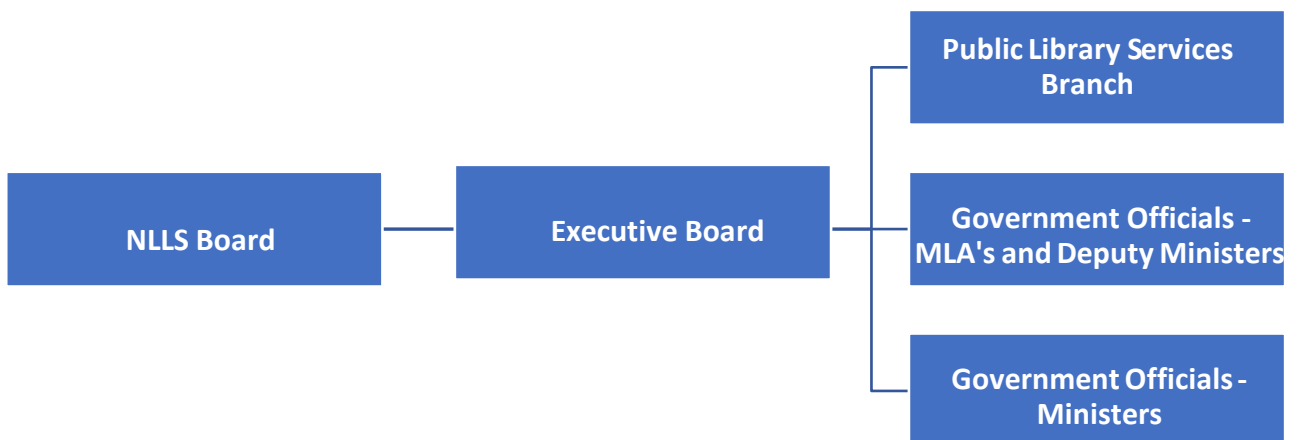
COMMUNICATION PROTOCOL – NLLS BOARD

1. Communication channel flow
2. All communications must follow this flow chart. Any deviation from ~~of~~ this process will be re-routed back through proper channels.

General Communication Process



Advocacy Communication Process



STATEMENT OF POLICY AND PROCEDURE

Section: NLLS Employee(s) | Chapter: Conditions of Employment | Page(s): 1

Subject: **PROBATIONARY PERIOD** | Sec 1, 1E

Reviewed 2023-03-03 | Revised: 2019/09/21 | **Effective: 2017/05/13**

SECTION 1 - 1.E

PROBATIONARY PERIOD

1. All employees shall have a probationary period, at the end of which, ~~time~~ employees shall receive an evaluation by their supervisor. The results of the evaluation will determine whether permanent employment will be granted or withheld.
2. The Northern Lights Library System recognizes the need to have a probationary period during which time an employee will learn the expectations of the employer, will be evaluated, and may resign or be dismissed without penalty before permanent employment status is granted.
3. During ~~the first three (3) months of~~ the probationary period, unsatisfactory performance ~~can~~ will result in termination in accordance with Alberta Labour Standards. ~~without notice. <https://www.alberta.ca/termination-pay.aspx>~~
4. Probationary periods are as follows:
 - a) Executive Director – as per negotiated continuous employment contract.
 - b) Other employees ~~shall receive an evaluation before the end of their~~ three (3) months ~~probationary period. The Department Manager and/or Executive Director will conduct these evaluations.~~
 - c) ~~During the first three (3) months of the probationary period, unsatisfactory performance can result in termination without notice. <https://www.alberta.ca/termination-pay.aspx>~~

NLLS Executive Board Chair

September 21, 2019

Date of Approval

STATEMENT OF POLICY AND PROCEDURE

Section: NLLS Employee(s) | Chapter: Code of Ethics | Page(s): 1

Subject: **OUTSIDE COMPUTERS** | Sec 1, 3N

Reviewed: 2019/10/11 | Revised: 2018/09/08 | **Effective: 2017/05/13**

SECTION 1 - 3.N

OUTSIDE COMPUTERS

1. It is not permitted to connect (plug) Computers that do not belong to NLLS (i.e. home computers, visitors, contractors, etc.) Exception will be the need to use the Internet for reasons of training or presentations. In this case the owner of the external computer should demonstrate that their computer is free of viruses (Proof of current and updated virus software and last scan results). Employee(s) must consult IT Personnel before connecting the external computer.

NLLS Executive Board Chair

September 8, 2018

Date of Approval

STATEMENT OF POLICY AND PROCEDURE

Section: NLLS Employee(s) | Chapter: Service Points | Page(s): 1

Subject: **STAFF NETWORK USAGE POLICY** | Sec 1, 3Z

Reviewed: NEW | Revised: NEW | **Effective: 2022/03/04**

SECTION 1 - 3.Z

STAFF NETWORK USAGE POLICY

All staff-use computers within the Northern Lights Library System (NLLS), and its member libraries, operate on a network isolated from unrestricted internet traffic, public-use computers, and public wireless connections. It is imperative to the security of NLLS, and our TRAC partners, that the technologies connected to this network, referred to as the Staff Network, operate on the NLLS Domain (NL.ORG), or via an isolated network lock-out. It is further imperative that unauthorized devices not be permitted to connect to this network. Employees are required to use password management software provided by NLLS to ensure the appropriate distribution of access, and secure storage, of passwords critical to our operations.

Connection of Computers to the Staff Network

1. All computers connected to the Staff Network must operate on NL.ORG.
2. It is not permitted to connect computers that do not operate on NL.ORG to the Staff Network without the express permission of NLLS. This includes computers owned by the library that do not yet operate on NL.ORG (ex. public access computers), and personal computers belonging to library staff members or the public.
3. Exceptions will be made in extenuating circumstances, such as the need for an external contractor to connect to the Staff Network. In cases such as these, the owner of the external computer should be associated with a trusted provider or be able to demonstrate that their computer is free of viruses.
4. If a computer is found to be connected to the Staff Network and not operating on NL.ORG, NLLS staff will endeavour to contact the individual responsible for the connected device and remotely restrict it from connecting to the Staff Network. Library Managers will need to find alternative ways of obtaining internet access until the computer is compliant with this policy.

Connection of Other Technologies to the Staff Network

1. If a technology is acquired that must connect to the staff network to function, such as a traffic counting device, or security cameras, NLLS staff must be contacted prior to connection to build the appropriate isolated network lock-out on the Staff Network.
2. NLLS maintains the right to refuse to connect a piece of technology to the Staff Network if it is reasonably believed to have a likelihood of compromising the network. Due to this, it is recommended that Library Managers contact NLLS staff prior to purchasing new technologies.

Connection of Devices to the Staff Wireless Network

1. The Staff Wireless Network (Library Staff) is reserved for the use of NLLS approved devices requiring a wireless connection. If an unapproved device is found to be connected to the Staff Wireless Network, the Library Manager will be contacted by NLLS and asked to obtain approval for the device or connect the device to the Library BYOD wireless network.
2. Staff members who choose to bring their personal devices to work and need a wireless connection are invited to connect to the Library BYOD wireless network. This network is not to be used by members of the public, who instead must use the public wireless network (Public Library Wireless).

NLLS Executive Board Chair

March 4, 2022