2023-11-24 Board Meeting Agenda-Draft

2023-11-24 Annual General Meeting of the Board

Northern Lights Library System Board

Regular Meeting

Northern Lights Library System

On-Line

Join Zoom Meeting
**https://us02web.zoom.us/j/9128782619?pwd=T1I5RVlwdmpHL3pvb1lDdT
JudUtGUT09**

Meeting ID: 912 878 2619
Passcode: Executive

10:00 AM Friday, November 24, 2023

General Board Mtg Full Package

AGENDA

Mission: Bringing the world to our communities by collaboratively providing efficient, effective, and exceptional library service.

Advocacy Slogan: Libraries: Value Beyond Words

Chair Contact Information: Jennifer Anheliger | jennifer.anheliger@morinville.ca

1. **Call to order & Quorum**

2. **Acknowledgement of Treaty 6 and Land of the Metis:**
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.

3. Approval of the Agenda

4. Approval of the minutes of August 25, 2023

For Information

5.1 Alberta Library Trustee Association (ALTA) report –Jennifer Anheliger

5.2 Library Managers Council report - Jodi Dahlgren

6. Budget Vs. Actuals & Financial Management Report - James MacDonald

Briefing note: We are very close to budget. A few budget lines are overspent and identified in the Budget Vs. Actuals file.

6083 OROS Exp offsets 5.60	This is a planned overage and is drawing on the OROS reserve that was built up during the pandemic.
6114 Computer Software (TSI)	At the end of 2022 (after budgets were set), the Board chose to implement Deepfreeze
6121 Network Security (TSI)	This overage reflects the Office 2021 emergent issue - licenses were purchased for all libraries.
6502 Committee Meetings	The Plan of Service Committee is reflected here - the overage is covered by savings in other governance lines
6702 Building Maintenance	There were a number of unplanned/unforeseen building maintenance needs this year (i.e. security alarm replacement).

Board Development Moment

For Decision

9. 2024 Budget

Briefing Note: At our August meeting, we passed the 2024 budget in principle. This is our sober second look. 16 municipalities have sent formal approvals of our proposed 1.5% increase in advance of today's vote. We've had no objections. We pass the budget annually in November. **Link to presentation** | **Link to draft budget**

10. Plan of Service / Implementation Plan

Briefing Note: The **Plan of Service for 2023-26** was developed through significant consultation with all stakeholders. A system-wide survey was conducted at the end of 2022, and a communications audit was conducted in early 2023. The plan of service committee met in July for a multi-day discussion. That committee included library manager representatives from various-sized communities. The plan was presented to the Library Managers Council for feedback, and the Executive Committee reviewed it in October. The Executive Committee recommends the adoption of this plan.

The **2024 Implementation Plan** is now available in conjunction with the Plan of Service. A webinar was held with library managers that outlined the plan. That webinar was recorded and sent to the board through our weekly reports. You can **view the webinar here.**

11. Policies

Briefing Note: *Given the size of our board and the lengthy process of development and approval, policies are voted upon at the general board meetings as an omnibus motion. Board members may make a motion to remove 1 or more policies from the omnibus motion for individual vote. Policy changes will not be entertained at the general board meeting. Policies are either accepted or rejected by the general board. Rejected policies are returned to the Policy Committee for further review and work where appropriate.*

NEW POLICIES:

Section 3:1Q - **Electronic Fund Transfers**
Briefing Note: This policy establishes EFT as the preferred payment method of NLLS. It requires a second staff member to verify changes in EFT information. This change is to prevent instances of fraud. Discussion was had on the privacy implications of the policy and the procedural elements. Changes made to require that written and verbal confirmation be obtained.

POLICIES FOR REVISION:

Section 1:1U - **Equal Opportunity Employer**
Briefing Note: This policy came up in the regular course of review. Language added that aligns with the Canadian Human Rights Act. Clarifies that the

system discriminates solely on the basis of merit.

Section TOR - **Plan of Service Committee**
Briefing Note: Grammatical corrections and simplified language. Change to the Chair and vice-chair being defacto members of the committee.

Section 4:1C - **Confidentiality of User Records**
Briefing Note: mostly grammar and simplification of text. We've added wording allowing the use of digital forms of consent – not just written consent

Section 1:1B - **Compensation**
Briefing Note: Mostly grammar and formatting for consistency and clarity. Some slight changes: move from an annual grid review to every three years. Tied the step increase to the fiscal year after the first year of employment, clarified the need for change in job classification to move levels.

Section 1:3A - **Code of Ethics** (future employee outside of work)
Briefing Note: Removed the section on Pandemic Illnesses otherwise, grammar and language simplification.

Section 2:1B - **Governance and Policy Development**
Briefing Note: Amalgamated the "Policy Statements" policy into this policy.

Section 3:1I - **Request for Purchase**
Briefing Note: Changes to simplify language and improve grammar. Change to establish that price is not the controlling factor in the purchase of library materials (vendors, quality, processes, etc., matter).

Section TOR - **Advocacy Committee**
Briefing Note: Simplified the language and improved grammar.

POLICIES TO DELETE

Section 2:1A - **Policy Statements**

Briefing Note: Combined with the Governance and Policy Development policy – redundant

12. Next Meetings

Briefing note: we'd like to set the 2024 meeting schedule. There have been several requests from board members to move the meetings to Saturdays. Historically, the meetings have been held the last weekend in February, May, August, and November.

2024 BOARD Meeting Schedule

- February 23rd OR 24th, 10 am (online)
- May 24th OR 25th, 10 am (In person with online option)
- August 23rd OR 24th, 10 am (In person with online option)
- November 29 OR 30, 10 am (online)

   Next Executive Committee Meeting
   Friday, December 8, 2023, at 9:00 am - in Elk Point (online option available)

13. **Adjournment.**

2023-08-25 General Board Meeting Minutes - DRAFT

2023-08-25 Annual General Meeting of the Board

Northern Lights Library System Board

Regular Meeting

Northern Lights Library System

IN-PERSON
Also available online:

Join Zoom Meeting
https://us02web.zoom.us/j/9128782619?pwd=T1I5RVlwdmpHL3pvb1lDdTJudUtGUT09

Meeting ID: 912 878 2619
Passcode: Executive

10:00 AM Friday, August 25, 2023

[General Board Mtg Full Package](#) | Minutes in PDF

Meeting Minutes

Mission: Bringing the world to our communities by collaboratively providing efficient, effective, and exceptional library service.

Advocacy Slogan: Libraries: Value Beyond Words

Chair Contact Information: Jennifer Anheligher
jennifer.anheliger@morinville.ca

1.Call to order & Quorum – 10:05am
(25) has been met: 35 Present, 3 Alternates, 4 Guests [Board Attendance 2023 08 25](#)

2. Acknowledgement of Treaty 6 and Land of the Metis:
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.

3. M1 – Barbara Smith motions to adopt the Agenda as presented, all in favor, motion carried.

4. M2 – Dwayne Spicer motions to accept the <u>minutes of May 26, 2023</u> as presented all in favor, motion carried.

For Information

5. **<u>Chairperson's Report</u> –Jennifer Anheliger**
   M3- Wanda Cochrane motions to accept the Chairs report as presented, all in favor, carried.

6. **Alberta Library Trustee Association <u>(ALTA) report</u> –Jennifer Anheliger**
   M4- Kelly Chamzuk motions to accept the ALTA report as presented, all in favor, carried.

7. **<u>Budget Vs. Actuals</u> & <u>Financial Management Report</u> - James MacDonald**
   M5-Larry Tiedemann motions to accept the Financial report as presented, all in favor, carried.

Briefing note: Budget lines over by 10%. (Computer Server Infrastructure 6114 & Computer Software 6121) This is the result of last year's late decision to adopt Deepfreeze and is an anticipated overage. The OROS expenditures are also over by 10% and anticipated as we draw down the reserve in that area.

6616 shows a negative budget line. This is an adjustment by the auditor from 2020. We understand that a membership fee was inadvertently charged twice that year.

Library levies are nearly all paid.

Board Development Moment

Should I Vote For This Budget?

A webinar by the Alberta Library Trustees Association discusses the intricacies of library budgets. Experts include library consultant Dr. Margaret Law, Hank Smit of the Hinton Municipal Library Board and the Yellowhead Regional Library System, and Renee LeBlanc, Finance Manager at The Alberta Library.

This webinar is directed toward local library budgets, but much of the content can be related to system budgets.

For Decision

8. Draft Budget

Briefing Note: This is a first look at the budget for 2024 and the presentation that will be made to the Board on August 25th. **Link to presentation** | **Link to draft budget**

M6-Leslie Cusack motions to accept the Draft Budget as presented, all in favor, carried.

9. Policies

Briefing Note: *Given the size of our board and the lengthy process of development and approval, policies are voted upon at the general board meetings as an omnibus motion. Board members may make a motion to remove 1 or more policies from the omnibus motion for individual vote. Policy changes will not be entertained at the general board meeting. Policies are either accepted or rejected by the general board. Rejected policies are returned to the Policy Committee for further review and work where appropriate.*

POLICIES FOR REVISION:

- Section 1:1M - **Sick/Personal Days**
  Briefing Note: The intent is to remove as much duplication with Alberta Labour Standards as possible and simplify the language.

- Section 1:2D - **Pandemic Situation** renamed the Emergency Management
  Briefing Note: A shift from the specific pandemic language to a more comprehensive policy relating to public health emergencies.

- Section 1:3J - **Internet and Computer Usage**
  Briefing Note: The amalgamation of the Spyware and Spam Control Policy.

- *Section 1:1H - **Overtime***
  Briefing Note: Removal of everything already covered in Alberta

Labour Standards. Shift to a group overtime agreement (**template** from Alberta Government)

- Section 2:1B - **Governance**
  Briefing Note: Incorporates the Policy Development policy into the Governance policy and simplifies the governance language. It also removes Executive Committee term limits that are more stringent than the legislated requirements.

- Section 1:1J - **Vacation**
  Briefing Note: Added language to require the establishment of vacation schedules twice each year. The requirement to use carry-forward vacation before mid-year included.

- Section 2:1M - **Records Retention**
  Briefing Note: Simplifies the language and moves to a digital-first strategy in records retention. The **retention schedule** also changes.

  ### POLICIES TO DELETE

- Section 1:3K - **Spyware and Spam Control**
  Briefing Note: Amalgamated into the Internet and Computer Use Policy

- Section 2:1N - **Policy Making**
  Briefing Note: Amalgamated into the Governance policy

M7- Mary Arnold motions to accept the omnibus policies as presented, all in favor, carried.

10. Next Meetings

Friday, November 24, 2023 (ONLINE) 10 am

Executive Committee
Friday, October 13, 2023, at 10:00 am - in Cold Lake (online option available)

Policy Committee
TBD

11. Adjournment

M8- Dwayne Spicer motions to adjourn at 12:08pm

ALTA Report to NLLS – November 2023

Jenn Anheliger – Area 8 Director

ALTA Membership Fees

As of November 1st, ALTA membership fees are due. Payment can be made directly through the ALTA website and logging in or through cheque. There are no changes to membership fees for the 2024 year.

Area 8 Alternate

Currently we need an alternate for the area 8 director. Commitment is less than 2 hours every other month. This is a great opportunity to support fellow trustees across the province and lend your voice to a phenomenal board of professionals with extraordinary passion for libraries. Please consider joining our board.

ALTA Webinar Series

All webinars are complete and available for viewing as either personal PD or to do as a board.

ALTA Symposium

The Alta symposium took place on November 9th, 2023, at the River Cree Resort and Casino. This is the first in person event ALTA has hosted since ALC in 2019. The event was done in partnership with YRL, NLLS, Peace Library System and Parkland Library System. The gracious support of the system partners allowed this symposium to move forward and was a great success.

The event hosted 105 trustees across the province. With a full governance training session hosted by Ian McCormack in the morning (which is available to view in on our trustee toolkit), trustees had the opportunity to network and learn alongside their colleagues. Pending survey feedback, ALTA may seek to offer a second symposium in the new year in southern Alberta.

Please continue to contact me with any questions or concerns you may have

Jenn Anheliger

president@librarytrustees.ab.ca

Northern Lights Library System
Budget vs. Actuals: NLLS 2023 Budget - FY23 P&L
January - December 2023

	Actual	Budget	Total over Budget	% of Budget
Income				
4010 Levies - Municipalities	879,575.00	879,575.00	0.00	100.00%
4040 Levies - Library Boards	602,636.51	613,190.00	-10,553.49	98.28%
4041 Prov. Operating Grant	878,532.00	831,806.00	46,726.00	105.62%
4042 Prov. Rural Sevices Grant	3,585.74	3,402.00	183.74	105.40%
4043 Indigenous OROS Grant (4.75)	65,459.90	61,588.80	3,871.10	106.29%
4044 Prov. Establishment Grant	5,526.00	0.00	5,526.00	
4047 Indigenous OROS Grant (5.60)	78,433.10	74,550.00	3,883.10	105.21%
4050 Deferred Allotment	397,503.54	380,000.00	17,503.54	104.61%
4126 Travel/Wage Grants	4,129.59	1,000.00	3,129.59	412.96%
4135 Indigenous Rollover Amount	186,003.13	186,003.13	0.00	100.00%
4510 Sales - Misc.	4,530.80	2,000.00	2,530.80	226.54%
4520 Sales Office Supplies-Resale	147,538.80	147,538.80	0.00	100.00%
4530 Other Revenue General	27,891.75	12,000.00	15,891.75	232.43%
4550 Sales-WRP/SRP	897.14	4,000.00	-3,102.86	22.43%
4552 Office Rental	26,870.00	30,000.00	-3,130.00	89.57%
4560 Annual Conference	2,550.00	11,000.00	-8,450.00	23.18%
4610 Interest earned	123,703.26	22,000.00	101,703.26	562.29%
4613 Myrnam Revenue	7,245.43	7,245.43	0.00	100.00%
Total Income	**$ 3,442,611.69**	**$ 3,266,899.16**	**$ 175,712.53**	**105.38%**
Cost of Goods Sold				
5987 Staff HR 2023	716.87	1,500.00	-783.13	47.79%
6007 Coll Dev Book Allotment General	324,681.58	380,000.00	-55,318.42	85.44%
6080 System Col MLS 2023	209.84	10,000.00	-9,790.16	2.10%
6081 Indigenous Relations (offsets 4.75)	4,022.87	30,000.00	-25,977.13	13.41%
6083 OROS Exp offsets 5.60	96,010.57	74,500.00	21,510.57	128.87%
6108 OPS Processing Sup	10,269.25	15,000.00	-4,730.75	68.46%
6114 Computer Software (TSI)	83,141.06	30,000.00	53,141.06	277.14%

6118 Computer Hardware (TSI)	16,151.63	19,000.00	-2,848.37	85.01%
6119 Website Services (TSI)	32,376.63	36,000.00	-3,623.37	89.94%
6121 Network Security (TSI)	49,400.46	35,000.00	14,400.46	141.14%
6167 Contract Services (TSI)	74,672.52	90,000.00	-15,327.48	82.97%
6168 TRAC (TSI)	115,267.00	125,000.00	-9,733.00	92.21%
6169 Internet Services (TSI)	9,098.98	8,470.00	628.98	107.43%
6206 NLLS Conference (MLS)	17,289.08	32,000.00	-14,710.92	54.03%
6208 LMC Meeting/Mileage	4,256.32	8,000.00	-3,743.68	53.20%
6252 Library Programming (MLS)	6,462.60	10,000.00	-3,537.40	64.63%
6266 Postage/Frieght	2,650.47	6,000.00	-3,349.53	44.17%
6270 Vehicle Expense (OPS)	72,356.00	72,000.00	356.00	100.49%
6271 Vehicle Fuel (OPS)	30,726.45	40,000.00	-9,273.55	76.82%
6280 Online Databases (MLS)	88,064.90	120,000.00	-31,935.10	73.39%
6400 Myrnam-Operating exp	8,125.38	8,125.38	0.00	100.00%
6500 General Board Meetings	6,539.95	17,000.00	-10,460.05	38.47%
6502 Committee Meetings	10,348.62	6,000.00	4,348.62	172.48%
6508 Board Prof Develo	360.00	3,000.00	-2,640.00	12.00%
6510 Board Outreach & Honoraria	727.40	10,000.00	-9,272.60	7.27%
6520 Board Executive Meetings	16,172.00	19,300.00	-3,128.00	83.79%
6521 Special Events/Long Service	1,258.39	1,800.00	-541.61	69.91%
6522 NLLS Social Club	215.28	1,150.00	-934.72	18.72%
6600 Equipment/Software (Admin)	11,777.85	18,000.00	-6,222.15	65.43%
6602 Lib Board Chair Meeting	1,662.73	3,500.00	-1,837.27	47.51%
6606 Professional & Legal Fees	804.28	5,000.00	-4,195.72	16.09%
6608 Marketing	21,513.69	40,000.00	-18,486.31	53.78%
6610 Audit Expenses	16,105.40	15,000.00	1,105.40	107.37%
6611 Bad Debts - Late Fees	-232.18		-232.18	
6612 Bookkeeping/Banking	19,001.28	20,000.00	-998.72	95.01%
6614 Insurance	13,322.00	13,000.00	322.00	102.48%
6616 NLLS Memberships	-1,238.83	12,000.00	-13,238.83	-10.32%
6618 Resale & Rebills	154,931.49	147,538.80	7,392.69	105.01%
6620 Office Supplies	8,695.51	10,000.00	-1,304.49	86.96%
6622 Telecommunications	8,932.03	10,000.00	-1,067.97	89.32%
6702 Building Maintenance	17,235.14	15,000.00	2,235.14	114.90%

6704 Caretaking & Landscaping	26,455.00	37,000.00	-10,545.00	71.50%
6706 Health & Safety		2,000.00	-2,000.00	0.00%
6708 Utilities	24,656.80	32,000.00	-7,343.20	77.05%
Total Opertating Expenses	$ 1,754,899.61	$ 1,588,884.18	$ 166,015.43	110.45%
Staff Expenses				
5500 Staff Salaries	1,217,117.46	1,464,800.00	-247,682.54	83.09%
5542 Extended Health Expense	172,305.11	171,969.77	335.34	100.19%
Total 5900 Payroll Expenses	-$ 63.91	$ 0.00	-$ 63.91	
5981 NLLS PD - Shared	25,061.58	35,000.00	-9,938.42	71.60%
5984 Staff Travel - Shared	25,802.19	45,500.00	-19,697.81	56.71%
Total Expenses	$ 1,440,302.38	$ 1,717,269.77	-$ 276,967.39	83.87%

6083 OROS Exp offsets 5.60	This is a planned overage and is drawing on the OROS reserve that was built up during the pandemic.
6114 Computer Software (TSI)	At the end of 2022 (after budgets were set) the Board chose to implement Deepfreeze
6121 Network Security (TSI)	This overage reflects the Office 2021 emergent issue - licenses were puchased for all libraries.
6502 Committee Meetings	The Plan of Service Committee is reflected here - the overage is covered by savings in other governance lines
6702 Building Maintenance	There were a number of unplanned/unforeseen building maintenance needs this year (i.e. security alarm replacement)

Friday, Nov. 03, 2023 12:12:09 p.m. GMT-7 - Accrual Basis

Management Report

Northern Lights Library System
For the period ended October 31, 2023

Prepared by

Givens LLP

Prepared on

November 15, 2023

Table of Contents

Balance Sheet

As of October 31, 2023

	Total
ASSETS	
Current Assets	
Cash and Cash Equivalent	
1050 Petty Cash	210.00
1140 Plooto Clearing	5.87
1150 ATB Chequing Account** 300	2,483.51
1155 ATB Chequing **7478	617,709.88
1165 ATB 60 Day Investment Acct	501,478.26
1165 ATB 90 Day Account #2	1,425,432.50
1170 ATB 60 Days Investment #2	190,527.47
Total Cash and Cash Equivalent	**2,737,847.49**
Accounts Receivable (A/R)	
1200 Advances Receivable	15,592.98
1220 A/R - General	439.43
Total Accounts Receivable (A/R)	**16,032.41**
1380 Prepaid Expenses and Deposits	226,524.18
Total Current Assets	**2,980,404.08**
Non-current Assets	
Property, plant and equipment	
1520 Vehicles	206,900.28
1521 Accum Amort - Vehicles	-185,479.16
1530 Computer Equipment	374,709.64
1531 Accum Amort - Computer Equipment	-325,962.25
1540 Furniture & Equipment	83,109.39
1541 Accum Amort - Furniture and Fix	-83,109.30
1550 Parking Lot	81,000.00
1551 Accum Amort - Parking Lot	-43,200.00
1570 Building	2,894,640.88
1571 Accum Amort - Building	-1,020,966.15
1580 Land	50,000.00
Total Property, plant and equipment	**2,031,643.33**
Total Non Current Assets	**2,031,643.33**
Total Assets	**$5,012,047.41**
LIABILITIES AND EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable (A/P)	
2150 Year Accounts Payable	141,270.66
2155 Accounts Payable	-109.88
Total Accounts Payable (A/P)	**141,160.78**
Credit Card	
2050 ATB Credit Card	2,516.74

	Total
Credit Card Alliah 8226	389.36
Credit Card Brandon 8201	1,312.10
Credit Card Diane 5212	-16.29
Credit Card James 0048	2,025.05
Credit Card James 0534	37.18
Credit Card Joanne 0353	804.70
Credit Card Kayla 9982	100.00
Credit Card Terri 2027	-2,203.93
Credit Card Tim 4906	9,315.21
Credit Card Tracy 3174	776.51
Credit Card- Dalin 7804	128.43
Total 2050 ATB Credit Card	**15,185.06**
Total Credit Card	**15,185.06**
2200 Vacation Payable	-37,469.03
2201 Vacation Payable Link	47,735.37
2290 Federal Income Tax Payable	13,823.89
2370 R.R.S.P. Payable	108,900.34
2371 Extended Health	1,585.52
2372 Dental	156.43
2373 LTD	468.03
2380 STD	14.14
2397 Other Deductions Payable	-16,392.66
2400 WCB Payable	134.48
2450 GST Charged on Operating Sales	5,282.96
2470 GST Paid On Operating Purchases	-14,776.45
2480 GST Paid - Exempt Purchases	-6,783.66
2500 AELK-Funds	2,987.56
2501 AELK- Purchases	-831.66
2502 AIRC- Funds	533.07
2504 AATH-Funds	1,608.51
2505 AATH-Purchases	-27.00
2506 ATOF- Funds	6.54
2508 ALLB-Funds	13.18
2510 APL-Funds	3.02
2512 AHOM-Funds	8.40
2514 AVIK-Funds	4,125.46
2515 AVIK-Purchases	-2,156.79
2524 ABRUM- Funds	3,627.53
2526 AMAN-Funds	1,861.27
2527 AMAN-Purchases	-39.00
2531 APV-Funds	16.20
2534 ANE-Funds	38.24
2538 ASL-Funds	0.28
2540 AWAS-Funds	24.39
2544 AWAIC- Funds	1.12
2546 ABOY-Funds	641.72
2547 ABOY-Purchases	-66.69

	Total
2548 AMO-Funds	6.21
2552 AVE-Funds	932.41
2553 AVE-Purchases	-69.50
2554 AROC - Funds	503.84
2556 ABOA-Funds	43.56
2567 AIP- Funds	2,160.59
2568 AIP- Purchases	-535.73
2569 AVI-Funds	1,500.00
2571 AGRAS-Funds	203.29
2572 AGRAS-Purchases	-66.00
2625 Deferred Grant Contributions	291,333.44
2650 Deferred Contributions	1,058,348.71
Total Current Liabilities	**1,625,761.37**
Non-current Liabilities	
2996 General Book Allotment- Allocation	475,869.19
2997 General Book Allotment- Purchases	-105,491.01
Total Non-current Liabilities	**370,378.18**
Total Liabilities	**1,996,139.55**
Equity	
3550 Opening Retained Earnings	1,790,213.56
3600 Capital Surplus	1,083,340.09
Retained Earnings	143.36
Profit for the year	142,210.85
Total Equity	**3,015,907.86**
Total Liabilities and Equity	**$5,012,047.41**

Income Statement - Actual vs Budget

January - October, 2023

	Actual	Budget	Total over Budget
INCOME			
4010 Levies - Municipalities	1,277,078.54	879,575.00	397,503.54
4040 Levies - Library Boards	602,636.51	613,190.00	-10,553.49
4041 Prov. Operating Grant	878,532.00	831,806.00	46,726.00
4042 Prov. Rural Sevices Grant	358,574.00	3,402.00	355,172.00
4043 Indigenous OROS Grant (4.75)	65,459.90	61,588.80	3,871.10
4044 Prov. Establishment Grant	5,526.00		5,526.00
4047 Indigenous OROS Grant (5.60)	78,433.10	74,550.00	3,883.10
4050 Deferred Allotment	-277,228.34	380,000.00	-657,228.34
4126 Travel/Wage Grants	1,821.90	1,000.00	821.90
4135 Indigenous Rollover Amount	-15,945.93	186,003.13	-201,949.06
4510 Sales - Misc.	4,552.55	2,000.00	2,552.55
4520 Sales Office Supplies-Resale	147,538.80	2,000.00	145,538.80
4530 Other Revenue General	27,891.75	12,000.00	15,891.75
4550 Sales-WRP/SRP	897.14	4,000.00	-3,102.86
4552 Office Rental	26,870.00	30,000.00	-3,130.00
4560 Annual Conference	2,550.00	11,000.00	-8,450.00
4610 Interest earned	123,703.26	22,000.00	101,703.26
4613 Myrnam Revenue	7,245.43		7,245.43
Total Income	**3,316,136.61**	**3,114,114.93**	**202,021.68**
COST OF GOODS SOLD			
5987 Staff HR 2023	716.87	1,500.00	-783.13
6007 Coll Dev Book Allotment General	330,145.45	380,000.00	-49,854.55
6080 System Col MLS 2023	209.84	10,000.00	-9,790.16
6081 Indigenous Relations (offsets 4.75)	4,022.87	30,000.00	-25,977.13
6083 OROS Exp offsets 5.60	96,218.81	74,500.00	21,718.81
6107 Waiting on Receipt	2,373.99		2,373.99
6108 OPS Processing Sup	10,269.25	15,000.00	-4,730.75
6114 Computer Software (TSI)	83,141.06	30,000.00	53,141.06
6118 Computer Hardware (TSI)	16,151.63	19,000.00	-2,848.37
6119 Website Services (TSI)	32,376.63	36,000.00	-3,623.37
6121 Network Security (TSI)	49,444.16	35,000.00	14,444.16
6167 Contract Services (TSI)	74,672.52	90,000.00	-15,327.48
6168 TRAC (TSI)	115,267.00	125,000.00	-9,733.00
6169 Internet Services (TSI)	9,098.98	8,470.00	628.98
6206 NLLS Conference (MLS)	17,289.08	32,000.00	-14,710.92
6208 LMC Meeting/Mileage	4,256.32	8,000.00	-3,743.68
6252 Library Programming (MLS)	6,462.60	10,000.00	-3,537.40
6266 Postage/Frieght	2,650.47	6,000.00	-3,349.53
6270 Vehicle Expense (OPS)	69,098.52	72,000.00	-2,901.48
6271 Vehicle Fuel (OPS)	33,942.83	40,000.00	-6,057.17
6280 Online Databases (MLS)	88,064.90	120,000.00	-31,935.10
6301 Rural Ser Grant BOR	349,705.32		349,705.32

	Actual	Budget	Total over Budget
6400 Myrnam-Operating exp	8,125.38		8,125.38
6500 General Board Meetings	6,539.95	17,000.00	-10,460.05
6502 Committee Meetings	10,348.62	6,000.00	4,348.62
6508 Board Prof Develo	360.00	3,000.00	-2,640.00
6510 Board Outreach & Honoraria	727.40	10,000.00	-9,272.60
6520 Board Executive Meetings	16,172.00	19,300.00	-3,128.00
6521 Special Events/Long Service	1,258.39	1,800.00	-541.61
6522 NLLS Social Club	215.28	1,150.00	-934.72
6600 Equipment/Software (Admin)	12,084.92	18,000.00	-5,915.08
6602 Lib Board Chair Meeting	1,662.73	3,500.00	-1,837.27
6606 Professional & Legal Fees	804.28	5,000.00	-4,195.72
6608 Marketing	21,513.69	40,000.00	-18,486.31
6610 Audit Expenses	16,105.40	15,000.00	1,105.40
6611 Bad Debts - Late Fees	-232.18		-232.18
6612 Bookkeeping/Banking	18,989.78	20,000.00	-1,010.22
6614 Insurance	13,322.00	13,000.00	322.00
6616 NLLS Memberships	-1,238.83	12,000.00	-13,238.83
6618 Resale & Rebills	160,992.52	6,000.00	154,992.52
6620 Office Supplies	9,000.67	10,000.00	-999.33
6622 Telecommunications	8,932.03	10,000.00	-1,067.97
6702 Building Maintenance	17,235.14	15,000.00	2,235.14
6704 Caretaking & Landscaping	26,455.00	37,000.00	-10,545.00
6706 Health & Safety		2,000.00	-2,000.00
6708 Utilities	24,736.80	32,000.00	-7,263.20
Total Cost of Goods Sold	**1,769,690.07**	**1,439,220.00**	**330,470.07**
GROSS PROFIT	1,546,446.54	1,674,894.93	-128,448.39
EXPENSES			
5325 QBO fees	49.95		49.95
5900 Payroll Expenses			
5500 Staff Salaries	1,164,003.71	1,464,800.00	-300,796.29
5501 Vacation Accrual Expense	1,705.97		1,705.97
5530 EI Expense	21,186.90		21,186.90
5540 C.P.P. Expense	60,056.54		60,056.54
5542 Extended Health Expense	29,640.95		29,640.95
5543 Dental Expense	13,878.02		13,878.02
5544 RRSP EE Expense	35,152.25		35,152.25
5550 W.C.B. Expense	2,881.82		2,881.82
Total 5900 Payroll Expenses	**1,328,506.16**	**1,464,800.00**	**-136,293.84**
5981 NLLS PD - Shared	25,061.58	35,000.00	-9,938.42
5984 Staff Travel - Shared	26,009.34	45,500.00	-19,490.66
Total Expenses	**1,379,627.03**	**1,545,300.00**	**-165,672.97**
NET OPERATING INCOME	166,819.51	129,594.93	37,224.58
OTHER INCOME			

	Actual	Budget	Total over Budget
6700 Prior Year Audit adjustment	-24,608.66		-24,608.66
Total Other Income	**-24,608.66**	**0.00**	**-24,608.66**
NET OTHER INCOME	-24,608.66	0.00	-24,608.66
NET INCOME	**$142,210.85**	**$129,594.93**	**$12,615.92**

A/P Aging Summary

	Current	1 - 30	31 - 60	61 - 90	91 and over	Total
8760 Cellular Inc		585.22				585.22
ABMunis - Insurance		-347.00				-347.00
Alternative Converged Solutions Inc	3,530.10					3,530.10
AMAZON.COM.CA	4,721.73	1,197.24	-13.64	-1.32		5,904.01
Bon Accord Library	100.00					100.00
Bonnyville Municipal Library	191.35					191.35
Cal's Hardware (Rona)	10.49	303.84				314.33
CDW CANADA	5,953.21					5,953.21
Chauvin Municipal Library Board	75.00					75.00
COLD LAKE LIBRARY BOARD	100.00					100.00
COOP	3,637.17	3,292.73				6,929.90
COPPER BEECH DIV OF SAUNDERS OFFICE	323.06					323.06
County of St. Paul	62.56					62.56
Creative Options Regina		1,250.00				1,250.00
Crystal Clean		1,811.25				1,811.25
CVS MIDWEST TAPE	3,963.44	690.35	5,409.84			10,063.63
CYBERA INC.	329.70					329.70
D'Arcy Evans.		102.49				102.49
Danielle Bouchard Paint	3,808.00					3,808.00
DIRECT ENERGY BUSINESS					-283.11	-283.11
DWAYNE SPICER.	364.48					364.48
Elizabeth Laing-Kobe (Betty Lou)	182.50					182.50
Evelyn Henke - Mundare Library	503.50	758.11				1,261.61
Focus Communications		1,996.31				1,996.31

	Current	1 - 30	31 - 60	61 - 90	91 and over	Total
Get Trash'd Dumpster & Roll-Off Services	84.00					84.00
Hahn Welding		892.50				892.50
HANK & KARLA JANZEN	608.84	190.13				798.97
Holden Library Board	175.00					175.00
HostedBizz	45.89					45.89
Indigo Distribution Centre	97.28	53.07	28.34			178.69
JAMES MACDONALD..		2,539.47				2,539.47
Jessica (Jessie) Morris		2,630.14				2,630.14
Josh Crick.	53.68					53.68
Kayla Reddecliff.		768.08				768.08
Knotty Boyz	1,294.97					1,294.97
Knowbuddy Resources	303.15					303.15
LAKELAND TIRE INC	77.70	110.25				187.95
Leslie Cusack.	190.40					190.40
Mugo Web		6,562.50				6,562.50
Multi-Cultural Books & Videos					296.49	296.49
Pegasus Lakeland Division of 1688150 AB LTD		106.62				106.62
Phyliss Craig Library- IRMA		338.48				338.48
Redwater Public Library		75.00				75.00
Rolling Tales		1,143.05				1,143.05
Rose Weleschuk	446.44	117.77				564.21
Smart Apple	309.51					309.51
St. Paul Dodge		120.46				120.46
Sturgeon County (Matthew M)		525.00				525.00
Terri Hampson..	180.00					180.00
The Alberta Library.	23,814.11					23,814.11

	Current	1 - 30	31 - 60	61 - 90	91 and over	Total
Tim Kuelker..	1,201.39	44.84				1,246.23
Tofield Municipal Library	100.00					100.00
TOWN OF ELK POINT	198.00					198.00
Town of Vegreville (Library)	100.00					100.00
Tracy Woloshyniuk		175.64				175.64
Transalta	1,378.30				-19.12	1,359.18
United Library Services Inc.	24,471.85	19,913.03				44,384.88
Village of Boyle (Barb Smith)		467.92				467.92
Village of Innisfree Library Board	100.00					100.00
Village of Mannville Library Board	175.00					175.00
Wainwright Public Library		249.60				249.60
WCB	976.05					976.05
Western Archives & Shredding	124.94					124.94
XEROX Canada Ltd		322.42				322.42
Zarowny Motors		2,394.00				2,394.00
TOTAL	$84,362.79	$51,380.51	$5,424.54	$ -1.32	$ -5.74	$141,160.78

A/R Aging Summary

	Current	1 - 30	31 - 60	61 - 90	91 and over	Total
Andrew Municipal Public Library	21.60	49.24				70.84
Athabasca County Library Board						0.00
Grassland Public Library	403.16					403.16
Rochester Municipal Library					26.42	26.42
Total Athabasca County Library Board	**403.16**				**26.42**	**429.58**
Bonnyville Municipal Library.		186.48				186.48
Boyle Municipal Library					200.00	200.00
Chauvin Public Library	533.39					533.39
Cold Lake Public Library		651.65	986.22			1,637.87
County of St. Paul Library Board						0.00
Mallaig Public Library			46.26			46.26
Total County of St. Paul Library Board			**46.26**			**46.26**
Edgerton Public Library.	987.86					987.86
Edmonton Garrison Community					95.92	95.92
Elk Point Municipal Library.	27.27	7.28		257.59		292.14
Frog Lake Public Library	73.60		52.00			125.60
Gibbons Municipal Library					193.49	193.49
Glendon Community Library		1,540.14	547.45			2,087.59
Jessie Morris.					36.75	36.75
Lac La Biche County Library Board						0.00
Stuart McPherson Library	143.22					143.22
Total Lac La Biche County Library Board	**143.22**					**143.22**
Lamont Public Library			75.92			75.92
Mannville Centennial Public Library	22.31					22.31

	Current	1 - 30	31 - 60	61 - 90	91 and over	Total
McPherson Public Library	131.60					131.60
Metro Kalyn Community Library	53.55					53.55
The Alberta Library		-2,307.69				-2,307.69
Thorhild County Library Board						0.00
Radway Public Library		193.92				193.92
Total Thorhild County Library Board		**193.92**				**193.92**
Three Cities Public Library	218.42					218.42
Tofield Municipal Library.		2,021.49				2,021.49
Town of Athabasca Library Board.					34.52	34.52
Viking Municipal Library.	380.75	41.03				421.78
Vilna Municipal Library	130.32				7.18	137.50
Wainwright Public Library.		7,962.10				7,962.10
TOTAL	$3,127.05	$10,345.64	$1,707.85	$257.59	$594.28	$16,032.41

Budget 2024
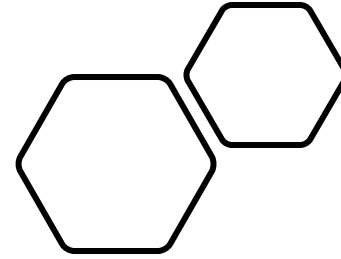
With projections through 2026

How we are funded

- Levies from Municipalities ~35%

- Levies from Library Boards ~24%

- Provincial Operating Grants ~37%

- Other Revenue ~4%

- $2,555,279 – Operating Funds

Where the money goes

DEPARTMENT
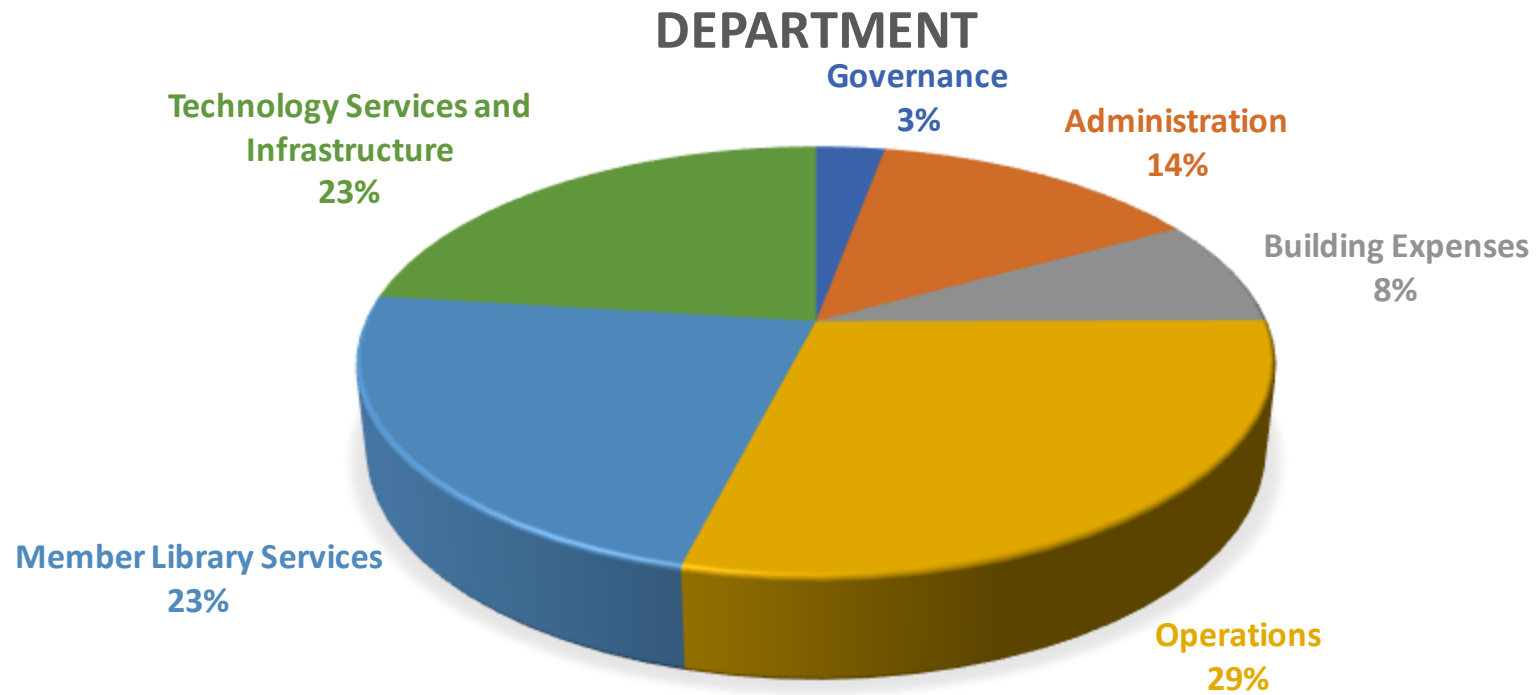
Budget Goals

- Cultivate alternative revenue sources

- Find efficiencies in service delivery

- Spend down the overage in our savings

- Modest and predictable levy increases

- Ensure compensation meets financial realities of NLLS

- Predictability, transparency, and timely communication

2023 Highlights

- Increase in provincial funding

- Move to 2019 population numbers

- Greater stability in expenditures

- Policy change to Book Allotment spending has had a positive impact

- TRAC costs lower than anticipated (due to population changes)

- Unexpected change required in Eresource authentication service

- Interest revenue greater than budgeted

Levy Increases

Historical Levy Increases by %

$3.20 $3.59 $4.08 $4.33 $4.55 $4.78 $4.88 $5.07 $5.15 $5.23 $5.31
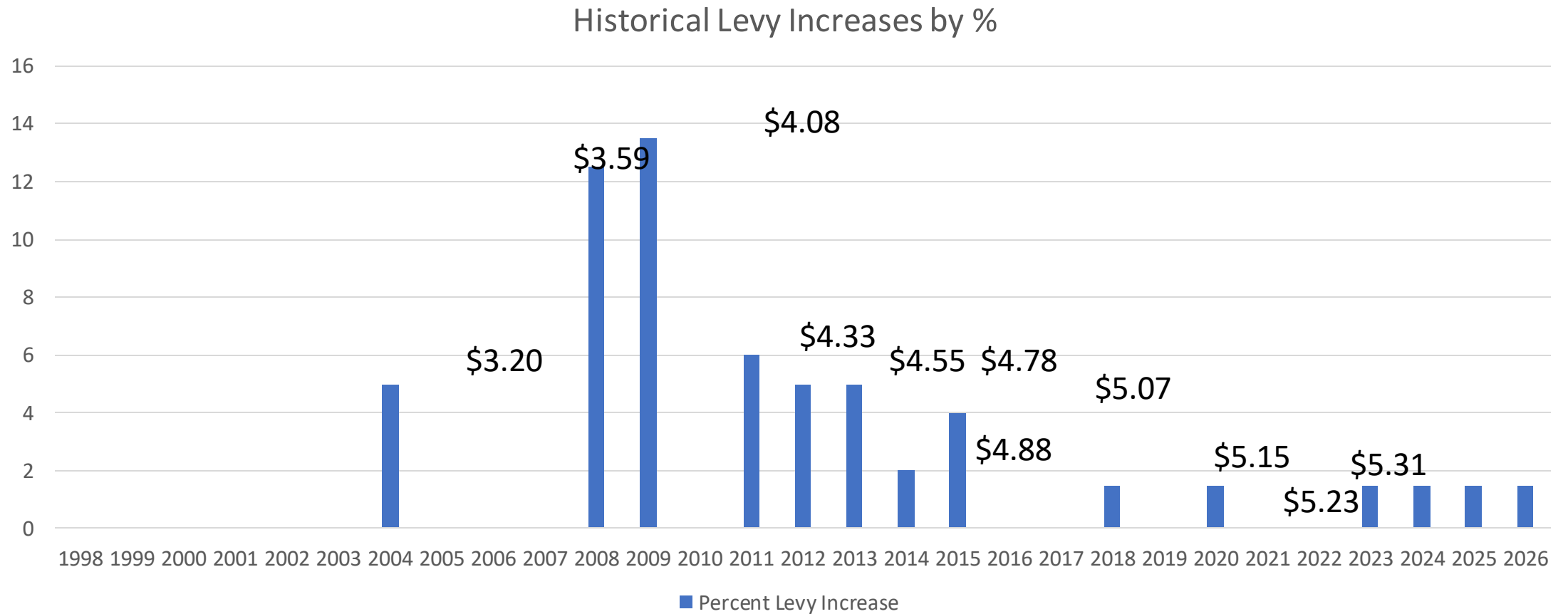
Proposed Levy Increase

Year	Levy (Municipal & Library Board)
2022	$5.23
2023	$5.31
2024	$5.39
2025	$5.47
2026	$5.55 (current provincial grant is $5.60)

Stable funding

- Regular modest increases save municipalities money in the long run
  - Average annual municipal increase since 1998 is **2.18%**
  - Average annual provincial increase since 1998 is **1.72%**
  - Average annual Canadian inflation rate since 1998 is **1.89%** (not including this year)

- This budget proposes a modest **1.5%** year-over-year increase for the next 3 years to allow us to:
  - Utilize system savings effectively
  - Smoothly transition staff and resources to greater efficiency
  - Meet our budget goals and create stability for the system, libraries, and municipalities

Discussion

		GL Code(s)	BUDGET 2023	BUDGET 2024	BUDGET 2025	BUDGET 2026	COMMENTS / NOTES

NLLS BUDGET 2024 - EXPENSES

NLLS BUDGET 2024 - EXPENSES

		GL Code(s)	BUDGET 2023	BUDGET 2024	BUDGET 2025	BUDGET 2026	COMMENTS / NOTES
**EXPENSES**						
**GOVERNANCE**						
NLLS BOARD LMC	General Board Meetings	6500	$17,000.00	$12,000.00	$12,000.00	$12,000.00	2 in-person meetings per year
	Executive Meetings	6520	$19,300.00	$22,000.00	$22,000.00	$22,000.00	6 in-person meetings per year Mileage, PerDiem, Meals
	Committee Meetings	6502	$6,000.00	$6,000.00	$6,000.00	$6,000.00	Advocacy, Policy, Grievance, Performance, Plan of Service, Budget
	Outreach and Honoraria	6510	$10,000.00	$10,000.00	$10,000.00	$10,000.00	Board Chair Honorarium/Perdiem/Mileage for Travel to Municipalities
	Professional & Legal Fees	6606	$5,000.00	$5,000.00	$5,000.00	$5,000.00	HR items, Legal contingency, Policy support
	LMC Meeting/Mileage/Meal	6208	$8,000.00	$10,000.00	$10,000.00	$10,000.00	Budgeted here for 1 LMC Meeting/Mileage/Meals
	Lib Brd Chair Meeting/Mileage/Meal	6602	$3,500.00	$3,500.00	$3,500.00	$3,500.00	Budgeted here for 1 Library Board Chair Meeting/Mileage/Meals 1 meeting
	Board Professional Development	6508	$3,000.00	$3,000.00	$3,000.00	$3,000.00	Conferences, Hotels, Travel, includes Board and LMC Chair
Governance Total			**$71,800.00**	**$71,500.00**	**$71,500.00**	**$71,500.00**	
**ADMINISTRATION**						
ADMINSTRATION	Memberships	6616	$12,000.00	$12,000.00	$12,000.00	$12,000.00	AbMunis, RMA, ALA, APLAC, TAL, ALTA
	PD Training Total	5981	$35,000.00	$35,000.00	$35,000.00	$35,000.00	Courses/Conference/Travel Costs/Hotels
	Education/Tuition	5985	$7,500.00	$7,500.00	$7,500.00	$7,500.00	Employment offers, Tuition subsidies, Education grants
	Staff Travel	5984	$45,500.00	$48,000.00	$50,000.00	$50,000.00	MLS , IT, Admin, OPS, - meals, mileage
	Marketing	6608	$40,000.00	$40,000.00	$40,000.00	$40,000.00	Publicity, newsletter, supplies, service catalog, graphic artist, templates
	Office supplies	6620	$10,000.00	$10,000.00	$10,000.00	$10,000.00	General office supplies
	Staff recruitment/HR Tools/Hosting	5987	$1,500.00	$1,500.00	$1,500.00	$1,500.00	HR Tools/Job Ads/Hosting
	Equipment/Software	6600	$18,000.00	$40,000.00	$18,000.00	$18,000.00	Repairs, Small equipment/furniture/Photocopier
	Telecommunications	6622	$10,000.00	$12,000.00	$12,000.00	$12,000.00	NLLS Cell phones
	Caretaking and Landscaping	6704	$37,000.00	$37,000.00	$37,000.00	$37,000.00	Caretaking Contract, landscaping, snow removal, janitorial supplies.
	Building Maintenance	6702	$15,000.00	$15,000.00	$15,000.00	$15,000.00	Upkeep and emergency repairs

		GL Code(s)	BUDGET 2023	BUDGET 2024	BUDGET 2025	BUDGET 2026	COMMENTS / NOTES
	Utilities	6708	$32,000.00	$35,000.00	$36,000.00	$37,000.00	Water, hydro, garbage, shredder, gas
	Accounting, Bookkeeping & Banking	6612	$20,000.00	$28,000.00	$28,000.00	$28,000.00	Bank charges; Credit Card charges, Payroll
	Audit & Support	6610	$15,000.00	$17,000.00	$17,500.00	$18,000.00	
	Insurance	6614	$13,000.00	$14,000.00	$14,000.00	$14,000.00	AMSC
	Health & Safety	6706	$2,000.00	$2,100.00	$2,200.00	$2,300.00	Security system, safety workshops,
Administration Total			**$313,500.00**	**$354,100.00**	**$335,700.00**	**$337,300.00**	
OPERATIONS							
OPERATIONS	Vehicle Expenses	6270	$72,000.00	$72,000.00	$52,000.00	$72,000.00	Maintenance (Purchase of new delivery van 2023/24/26)
	Vehicle Fuel	6271	$40,000.00	$42,000.00	$42,000.00	$42,000.00	Fuel
	Processing supplies	6108	$15,000.00	$20,000.00	$15,000.00	$20,000.00	Laminating, mactac, barcodes, spine lables, dvd cases, library cards, stickers
	Postage	6266	$6,000.00	$6,000.00	$6,000.00	$6,000.00	Postage all departments
	ReSale and Rebills	6618	$6,000.00	$6,000.00	$6,000.00	$6,000.00	This is the net cost of providing purchasing services
Operations Total			**$139,000.00**	**$146,000.00**	**$121,000.00**	**$146,000.00**	
TECHNOLOGY SERVICES and INFRASTRUCTURE							
TECHNOLOGY SERVICES and INFRASTRUCTURE	Internet Service	6169	$8,470.00	$5,000.00	$5,000.00	$5,000.00	Cybera (3 yr/3 Exinda warranty for upgrade of bandwidth)
	Website Services	6119	$36,000.00	$60,000.00	$10,000.00	$8,000.00	Box Clever/Hosting
	Computer Software Servies	6114	$30,000.00	$52,000.00	$52,000.00	$52,000.00	Helpdesk, GoToAssist, 1 Password, Adobe, Web Dewey, Deepfreeze, Power BI, Office 365
	Network Security, and Hardware Services	6121	$35,000.00	$113,500.00	$90,000.00	$90,000.00	Vmware, Veeam, Forti EDR, Windows 10, Forti Switches
	Computer Hardware and Peripherals	6118	$19,000.00	$23,000.00	$23,000.00	$23,000.00	Laptops, Staff computers, Monitors Docking Stns etc
	Contract Services	6167	$90,000.00	$47,000.00	$47,000.00	$47,000.00	Contractor services: ACSI, Powerland
	TRAC	6168	$125,000.00	$125,000.00	$128,000.00	$130,000.00	Cost of operations and maintenance of catalogue and Server at YRL
Technology Totals			**$343,470.00**	**$425,500.00**	**$355,000.00**	**$355,000.00**	

NLLS BUDGET 2024 - EXPENSES

NLLS BUDGET 2024 - EXPENSES

		GL Code(s)	BUDGET 2023	BUDGET 2024	BUDGET 2025	BUDGET 2026	COMMENTS / NOTES
MEMBER LIBRARY SERVICES							
MEMBER LIBRARY SERVICES	System Collection	6080	$10,000.00	$10,000.00	$10,000.00	$10,000.00	Large Print, Professional collection, Ref, Audio, Kits and Blocks Makerspace
	Online databases/E-Resources	6280	$120,000.00	$120,000.00	$120,000.00	$120,000.00	Cypress, Niche Acadamy, TAL, LinkedIn, Ebsco, Overdrive, 3M, Hoopla, Journals
	Programming	6252	$10,000.00	$10,000.00	$10,000.00	$10,000.00	SRP, WRP, entertainer, prizes, story teller, author talks
	Library Staff Training & Development	6206	$32,000.00	$27,000.00	$27,000.00	$27,000.00	Stronger Together Conference and Workshops - LMC Workshop
	Indigenous Relations & Operations	6084/6081	$30,000.00	$30,000.00	$30,000.00	$30,000.00	Honoraria, contract services, and other services for working with Indigenous communities.
MLS Totals			$202,000.00	$197,000.00	$197,000.00	$197,000.00	
Operating Total			$997,970.00	$1,194,100.00	$1,080,200.00	$1,106,800.00	
STAFFING							
Staff 21 F/T 4P/T Staff members & 3 Summer Students: 24.8 FTE	Salaries	5500	$1,464,079.84	$1,451,000.00	$1,494,530.00	$1,539,365.90	Step & 2%
	Benefits	5542	$171,969.77	$159,610.00	$164,398.30	$169,330.25	Dental, Vision, Health, RRSP (10.24%)
	Special Events-Long Service	6521	$1,800.00	$900.00	$1,200.00	$1,700.00	Staff Long Service Awards. Projects
Staff Total			$1,637,849.61	$1,611,510.00	$1,660,128.30	$1,710,396.15	
TOTAL EXPENDITURES			$2,635,819.61	$2,805,610.00	$2,740,328.30	$2,817,196.15	
Budgeted Net Gain/Loss			-$ 173,258.45	-$ 239,886.17	-$ 151,877.13	-$ 205,676.73	-$770,698.47
Budget deficit covered by capital and operating reserves							
Capital Purchases from Reserve			-$ 70,000.00	-$ 132,000.00	-$ 60,000.00	-$ 70,000.00	-$332,000.00
Operating Purchases from Reserve			-$ 103,258.45	-$ 107,886.17	-$ 91,877.13	-$ 135,676.73	-$438,698.47

NORTHERN LIGHTS LIBRARY SYSTEM

Plan of Service 2024 - 26

Mission

Bringing the world to our communities by collaboratively providing efficient, effective, and exceptional library service.

We Value

▶ **Innovation**

▶ **Education**
  (Training and Advocacy)

▶ **Accountability**

▶ **Relationships**

Strategic Vision

We Deliver

We **deliver** the tools, training, resources and services that our libraries need to grow and serve their communities in new and exciting ways. We deliver, communities grow!

We will **deliver** the message, loudly and often, that libraries are **essential** so that community leaders and government officials know what they do to support growth in their communities.

We Innovate

We **explore** the unknown, expand our resources and thoughtfully cultivate new tools, partnerships and forums to connect and engage with our stakeholders.

We Serve

We **serve** our key stakeholders: our members, our trustees, our communities, and each other, with kindness, efficiency, curiosity and transparency.

We Care

We **care**, as an employer dedicated to reconciliation, diversity and inclusion, employee satisfaction, member engagement and retention.

Strategic Directions

▶ Provide **convenient access** to accurate and relevant information and training

▶ Increase **connectivity** while enhancing our computer **network security**

▶ **Cultivate efficiencies** in our services, and explore new opportunities and resources

▶ **Engage with our members** to develop new services and innovations

▶ Improve relationships with technology that **facilitate engagement and connection**

▶ Respect **local autonomy** by strengthening and supporting local library boards

▶ **Consider the environmental impact** when developing tools and spaces

▶ **Advocate** for all community voices in the development of policies, programs, and services

▶ Foster a culture of **wellness and curiosity**

▶ **Invite** and welcome all Reserves and Métis Settlements in the area to participate as full members of the system

Northern Lights Library System

Implementation
Plan 2024

Briefing Note: The Library Manager's Council is our primary lever for understanding the needs of our members and identifying appropriate solutions. Capitalizing on the expertise of this group will enhance the services Northern Lights provides. We will work with the LMC leadership to ensure meetings are happening regularly, that the agendas and meeting format reflect the group's needs, and that NLLS staff are responsive to the ideas, concerns, and feedback from the LMC.

> **KPI:** The Executive Director will meet with the LMC leadership between each scheduled LMC meeting.
>
> **KPI:** We will work with the LMC leadership to determine the most appropriate number and format of LMC meetings.

Target Outcomes:

- ▸ Member libraries will feel empowered to bring concerns and ideas forward to the system.
- ▸ There will be a greater sense of community and ownership of system services.

ADMINISTRATION

Initiative: Invite and welcome all Reserves and Métis Settlements in the area to participate as full members of the system.

Plan of Service Connection: Advocate for all community voices in the development of policies, programs, and services. Respect local autonomy by strengthening and supporting local library boards.

Briefing Note: We will foster relationships with our Indigenous Communities by visiting with their band councils, attending literacy and community nights at schools that serve Indigenous communities, inviting members of the community to learn about NLLS and library services in Alberta.

> **KPI:** We will hold at least 4 Indigenous Advisory Committee meetings this year.
>
> **KPI:** We will welcome 1-2 Indigenous communities as new members of the system in 2024.
>
> **KPI:** New Indigenous community members will establish local library boards.

Target Outcomes:

- ▸ Participation and representation of Indigenous communities in the system will grow.
- ▸ Understanding of library services and how to access them will improve among Indigenous communities.

Initiative: Empower member libraries through the elevation of the Library Manager's Council

Plan of Service Connection: Engage with our members in developing new services and innovations; Respect local autonomy by strengthening and supporting local library boards.

Initiative: Becoming an Employer of Choice

Plan of Service Connection: Foster a culture of wellness and curiosity among our stakeholders.

Briefing Note: As an employer that cares about the health, safety, and success of its employees, Northern Lights recognizes that its working environment matters. As an employer, we offer much already, but continued review and dialogue with employees helps to ensure a positive workplace. What does an "employer of choice" look like in 2024? How do we ensure we remain competitive and provide an environment that enables all of us to do our best work? We'll hold a series of conversations with stakeholders that will define what we are doing well and where we can improve.

gettyimages
Credit: ljubaphoto

> **KPI:** Staff engagement and review of what employer of choice means to them.
>
> **KPI:** Board engagement and review on what employer of choice means to them.

Target Outcomes:

- ▸ Define "employer of choice" and identify an actionable list of initiatives the employer and employees can implement.
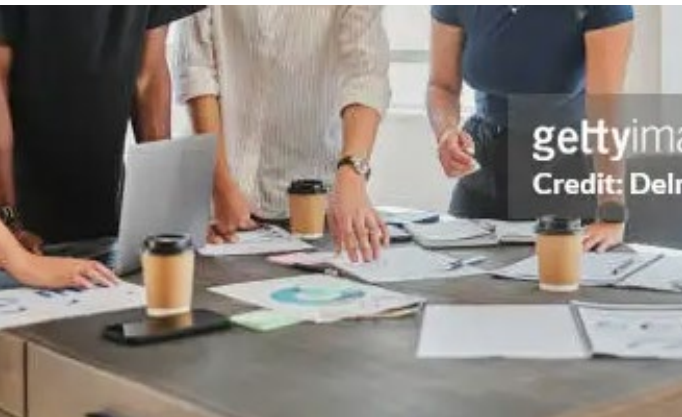
Initiative: Department Review

Plan of Service Connection: Cultivate efficiencies in our services and explore new opportunities and resources to better serve our stakeholders. Consider the environmental impact in the development of our tools and spaces.

Briefing Note: With the recent reorganization of the department with Joanne Knysh as the new manager, the CMS team will review and analyze the department's efficiency.

KPI: Complete review of other regional systems' collection management services.

KPI: Establish reporting metrics that will help us understand and track our performance.

KPI: Explore new partnerships with third-party bibliographic services providers.

KPI: Complete a task prioritization with staff.

KPI: Identify and address staff training gaps.

KPI: Eliminate process bottlenecks.

Target Outcomes:

▶ Establish an optimal turn-around time for the processing and delivery of new materials. (initial 3-week target)

▶ Confidence that tasks are appropriately assigned, understood, and well documented.

TECHNOLOGY SERVICES AND INFRASTRUCTURE

Strategic Initiative: Complete Network Security Upgrades

Plan of Service Connection: Increase connectivity while enhancing network security; Improve relationships with technology and other innovations that facilitate engagement and connection amongst stakeholders.

Briefing note: Complete the multi-year network enhancement plan.

KPI: Complete network infrastructure upgrades at member libraries, inclusive of Fortigate refresh, Fortiswitches upgrade, and security cabinet installation.

KPI: Remove wireless bandwidth caps.

KPI: Meet all of the "12 Key Controls" (qualification for cyber insurance).

Target Outcomes:

▶ Meet the minimum eligibility requirements for cyber-security insurance.

Strategic Initiative: Exploring the Future of TSI Service

Plan of Service Connection: Engage with our members in the development of new services and innovations; Cultivate efficiencies in our services and explore new opportunities and resources to better serve our stakeholders; Consider the environmental impact in the development of our tools and spaces.

Briefing Note: As we come to the end of our multi-year network and endpoint enhancement plan, 2024 will be a year of exploration and development of future technology options. We'll plan for contingencies in potential future budget shortfalls while working with our members to set priorities for future services. We will explore initiatives such as wireless printing, outdoor wireless internet, Microsoft services, library card printing, and evergreening of system hardware.

KPI: Survey member libraries on prioritization of technology needs.

KPI: Develop three strategic initiatives for 2025 and beyond that reflect strategic priorities and member libraries' requests.

Target Outcomes:

▶ Be prepared to hit the ground running in 2025 on new initiatives.

Strategic Initiative: Development of Polaris Expertise

Plan of Service Connection: Provide convenient access to accurate & relevant information and training; Improve relationships with technology and other innovations that facilitate engagement and connection amongst stakeholders.

Briefing Note: Build expertise on the TSI team in Polaris administration. Work toward greater efficiency and responsiveness to member issues with the ILS.

KPI: All Polaris tickets can go to TSI first for a solution.

KPI: All members of TSI will be able to respond to basic Polaris tickets competently.

Target Outcome:

▶ TSI becomes the in-house knowledge base for Polaris.

Credit: Ngampol Thongsai

Briefing note: Member Library Services will engage in education and training services and projects that will activate existing expertise in the system, build relationships amongst libraries, and will empower library staff to pursue training and education in a well-documented environment.

> **KPI:** Pilot new library mentorship project.
>
> **KPI:** leverage Niche Academy for training certifications.
>
> **KPI:** leverage purchasing power for external training opportunities.
>
> **KPI:** Offer internal training and certification opportunities.

Targeted Outcomes

▸ Training offered by the system empowers library staff to better serve their communities (i.e. cataloging, FOIP, collection management, website development, etc.)

▸ Library managers have access to experienced mentors from within the Northern Lights System

MEMBER LIBRARY SERVICES

Strategic Initiative: Library Website Migration & Development

Plan of Service Connection: Improve relationships with technology and other innovation that facilitate engagement and connection amongst stakeholders; Provide convenient access to accurate & relevant information and training.

Briefing note: In cooperation with Mugo and TSI member library services will facilitate migration of library website content to the Mugo platform.

> **KPI:** All libraries are migrated by July 1.
>
> **KPI:** All libraries have access to group training materials.
>
> **KPI:** All libraries have received training support on the new website platform.

Targeted Outcome:

▸ All libraries have websites and know how to update them.

Strategic Initiative: Knowledge Management

Plan Service Connection: Provide convenient access to accurate & relevant information and training; Improve relationships with technology and other innovation that facilitate engagement and connection amongst stakeholders; Foster a culture of wellness and curiosity among our stakeholders; Engage with our members in the development of new services and innovations; Support local autonomy

Strategic Initiative: Collection Development & Deployment

Plan of Service Connection: Provide convenient access to accurate & relevant information and training; Cultivate efficiencies in our services and explore new opportunities and resources to better serve our stakeholders; Engage with our members in the development of new services and innovations; Improve relationships with technology and other innovation that facilitate engagement and connection amongst stakeholders. Support local autonomy.

Credit: urbazon

Briefing note: To reduce barriers in access to system collections we will pivot the system's collection development to electronic materials and materials that can be housed in member libraries. Access to these collections will be supported through technology and backed by training, and clear procedures.

> **KPI:** Clarify procedures for lending kits.
>
> **KPI:** NLLS no longer houses a physical collection.
>
> **KPI:** NLLS collection includes floating items and electronic resources.

Targeted Outcomes:

▸ Collection funding better meets the fiscal realities of the system.

▸ There is an increase in the borrowing of STEAM kits by member libraries.

▸ Reduction in kit fulfillment errors.

NORTHERN LIGHTS LIBRARY SYSTEM

SECTION 3 – 1.Q

Electronic Fund Transfers

Wherever practical and possible, the Northern Lights Library System (NLLS) will pay its expenses by means of an electronic fund transfer (EFT).

Banking information for payees will be gathered and processed according to best industry practices and as independent auditors and accountants advise.

Any changes to a payee's banking information will be verified in writing and verbally by NLLS staff.

Failure to obtain secondary confirmation will lead to disciplinary action up to and including termination.

STATEMENT OF POLICY AND PROCEDURE
Section: NLLS Employee(s) | Chapter: Conditions of Employment | Page(s): 1
Subject: **EQUAL OPPORTUNITY EMPLOYER** | Sec 1, 1U
Reviewed 2019/11/23 | Revised: 2020/05/23 | **Effective: 2020/02/29**

SECTION 1 - 1.U

EQUAL OPPORTUNITY EMPLOYER
1. Northern Lights Library System (NLLS) is an equal opportunity employer, and ~~will employ these practices in all their recruitment and hiring procedures~~ recruits, trains, pays and promotes employees fairly and equally.
2. The Canadian Human Rights Act is the system's primary guideline in protecting against employment discrimination.
3. NLLS hires solely on the basis of merit. ~~in its hiring practices~~.

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NLLS Executive Board Chair

May 23, 2020

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Date of Approval

PLAN OF SERVICE COMMITTEE

Mandate
The purpose of the Plan of Service Committee ~~of the Northern Lights Library Board (NLLB~~) is to develop a strategic plan for the library system. ~~Plan of Service as outlined in the Libraries Regulations for Northern Lights Library System (NLLS) and the member libraries.~~ A plan of service, or strategic plan, is required by provincial library regulations and must be filed with the province according to legislation.

Responsibilities
Through consultation with stakeholders, the committee will: ~~develop a Plan of Service.~~
1. Develop the ~~a~~ Plan of Service ~~plan for Executive Committee approval, to present for final NLLS Board approval.~~
2. ~~Plan of Service will be Reviewed on an annual basis~~

Membership
1. The NLLS Board will appoint three (3) ~~five (5)~~ Board members to the Plan of Service Committee in addition to the Board Chair and Vice Chair, as per policy Sec 2, 1H Committees of the Board.
2. ~~The Plan of Service Committee shall appoint the~~ The Board Chair and Vice Chair will also serve as the same on the Plan of Service Committee. The Executive Director will serve as a support and resource to the committee.
3. The Library Manager's Council will recommend three (3) library managers to serve as non-voting committee members to the Board.
   a. Recommendation for school-housed, small and large library manager

Reporting
At each meeting, minutes shall be taken, and meeting minutes shall be forwarded to the Executive Committee. ~~Recommendations for~~ The Plan of Service is ~~are~~ to be ~~forwarded~~ reviewed by ~~to~~ the Executive Committee. ~~for approval to be submitted for approval by the NLLS Board.~~ The Board will make final approval and adoption of the Plan of Service. The Board will review the plan annually.

NLLS Executive Board Chair

November 23, 2019

1

STATEMENT OF POLICY AND PROCEDURE
Section: Service Points | Chapter: General | Page(s): 1
Subject: **CONFIDENTIALITY of USER RECORDS** | Sec 4, 1C
Reviewed: 2023/09/01 | Revised: 2018/09/08 | **Effective: 2017/05/17**

SECTION 4 – 1.C

CONFIDENTIALITY OF USER RECORDS

Northern Lights Library System (NLLS), ~~and~~ its Board, and its employee(s) are subject to the Libraries Act and the Freedom of Information and Protection of Privacy Act (FOIP).

1. No records are kept of the frequency or ~~content~~ purpose of visits to the library by specific patrons.

   ~~2. No records are kept of a cardholder's item checkout history unless the cardholder has given written permission for this record to be kept. If this record is kept, it is subject to disclosure with the cardholder's other records under the conditions described in points 3 and 7 below.~~

2. Individual patron's reading history may only be kept if they have opted into the feature in the online library system or provided the library written consent.

3. ~~No patron information, including their presence in the library, will be given to a third party over the phone.~~

4. Employee(s) and volunteers are to keep ~~confidential the~~ individual patron's reading and viewing habits confidential. ~~of individual patrons.~~

5. Upon request, a library patron will be given access to all information concerning their records. ~~that the library has on file. Access to a user's records is limited to that user except where the user is a minor or if the user has given written permission for someone else to access their records. Where a parent or guardian's signature is required for a cardholder to obtain a library card, that parent or guardian may have full access to the cardholder's records for retrieval.~~

6. Library employee(s), board members, and volunteers will not disclose a patron's personal information (including reading history) to a third party without the individual's consent, except:

   a) in response to a subpoena, or court order ~~or another specific written request~~ from a law enforcement agency to assist in an investigation.

   b) ~~in partnership with other Alberta libraries and library systems for the purposes of sharing materials under conditions defined in existing~~ where necessary to facilitate library resource-sharing agreements and programs (e.g. interlibrary loan agreements, TAL Card, ME Libraries), collecting fees or fines, and retrieving borrowed materials.

   c) for the purposes of contacting next of kin and/or emergency response personnel in the case of an emergency.

   d) where the user ~~is a minor or if the user~~ has contacted the library and provided ~~given~~ written permission for someone else to access their records.

   e) where a parent or guardian's ~~signature~~ consent is required for a cardholder to obtain a library card, that parent or guardian may have full access to the cardholder's records. ~~for retrieval.~~

   f) Patrons registering for library services must ~~Cardholders will sign a form~~ acknowledge~~ing~~ by physical signature or digital consent that their contact information ~~will~~ may be available to other organizations for these purposes.

   [mostly grammar and simplification of text. We've added wording allowing the use of digital forms of consent – not just written consent]

NLLS Executive Board Chair

September 8, 2018

Date of Approval

1

SECTION 1 - 1.B

COMPENSATION

Northern Lights Library System (NLLS) follows all applicable laws and labour standards, both federal and provincial, in relation to the compensation of its employees.

This compensation policy applies to full and part-time employees of NLLS. The Executive Director's compensation is managed by contract and the Executive Director's Compensation Policy.

Definitions

Level: The salary grid is divided into five (5) levels, each with five (5) steps or pay grades. Pay levels are based on experience, education, and job classification.

Step: Each pay level is divided into five (5) pay grades called steps.

Cost-of-Living-Allowance (COLA): An increase in the pay grade designed to meet inflationary pressures. COLA increases are generally provided annually at the discretion and approval of the Board.

Pay Grid

The Executive Committee will review the pay grid every 3-years. Market analysis and market benchmarks will be used to analyze the grid. COLA increases will be considered by the Board annually. Where COLA increases are approved, the pay grid will automatically reflect such increases.

Movement on the Pay Grid

Step:

1. Movement up a Step is based on the length of an employee's service and overall positive annual performance evaluations.
2. Moving up a step may occur annually, in alignment with our fiscal calendar, for full and part-time employees after the first year of continuous employment or at the discretion of the Executive Director.
3. In the event of an unsatisfactory overall annual performance review, no movement on the salary grid will be made.
   a. Employee performance may be reassessed within six (6) months from the original performance review. Where poor performance has been remediated, and at the discretion of the Executive Director, the employee may be moved to the next step on the salary grid.
4. Employees who have reached the top of their Level may be eligible for Cost-of-Living Allowance (COLA) when they are available.
5. Considering market conditions and the ability to attract qualified employees, the Executive Director may recognize prior relevant experience and place an employee higher than on Step 1 of the grid.

Level:

1. At the discretion of the Executive Director, and where a change in job classification warrants, an employee may be advanced to the next Level.
2. The decision to advance any employee two (2) or more Levels requires Executive Committee notification and approval.

1. ~~Level – Based on experience, education, and job classification.~~
2. ~~Salary Grid reflects Steps 1-5 within each Level based on length of service.~~
3. ~~Step within each salary level will be based on length of service and achieving an overall satisfactory performance review. In the event of an unsatisfactory overall performance, the review will result in no movement on the salary grid. Employee may be reassessed within 6 months from original review pending further outcome.~~
   a) ~~Employees who have reached the top of their grid shall only be eligible for Cost-of-Living Allowance (COLA) increases as approved by the Board.~~

b) ~~At the discretion of the Executive Director, an employee may be advanced to the next Level.~~
c) ~~The Executive Director has the sole authority to advance any employee one (1) level based on experience, merit, professional development, or increased duties. The decision to advance any employee two (2) or more levels requires Executive Committee notification and approval.~~

4. ~~The payroll deductions required by law, including income tax, Canada Pension and Unemployment Insurance, will be taken from each pay cheque.~~
5. ~~Considering market conditions and the ability to attract qualified employees the Executive Director may recognize prior relevant experience and place an employee higher than on Step 1 of the grid.~~
6. ~~Salary increases for both full and part-time employee(s) will be effective on the employee's anniversary date of employment.~~
7. ~~All salary ranges will be reviewed annually. Any recommendations from the NLLS management team will be made to the NLLS Executive Committee. Any approved increases to overall compensation will normally be effective January 1st.~~
8. ~~The Executive Directors compensation is as per continuous employment contract.~~

[Mostly grammar and formatting for consistency and clarity. Some slight changes: move from an annual grid review to every 3 years. Tied the step increase to the fiscal year after the first year of employment, clarified the need for change in job classification to move levels].

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NLLS Executive Board Chair

February 26, 2021

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Date of Approval

1

Northern Lights Library System

1.50%

Salary Scale

Effective January 2020   NEW

Steps	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6 - MGR
Annual						
1	31175.73	37836.16	47728.35	55657.53	65194.47	77700.28
2	32962.13	40005.21	50463.77	58847.67	68931.70	82154.10
3	34748.53	42173.25	53199.20	62036.80	72668.93	86607.92
4	36535.94	44342.31	55934.62	65226.95	76406.16	91060.73
5	38322.34	46511.36	58670.05	68417.09	80143.39	95514.55
MONTHLY						
1	2,598.00	3,153.00	3,977.40	4,638.10	5,432.90	6,475.00
2	2,746.80	3,333.80	4,205.30	4,904.00	5,744.30	6,846.20
3	2,895.70	3,514.40	4,433.30	5,169.70	6,055.70	7,217.30
4	3,044.70	3,695.20	4,661.20	5,435.60	6,367.20	7,588.40
5	3,193.50	3,875.90	4,889.20	5,701.40	6,678.60	7,959.50
Hourly						
1	17.10	20.80	26.20	30.60	35.80	42.70
2	18.10	22.00	27.70	32.30	37.90	45.10
3	19.10	23.20	29.20	34.10	39.90	47.60
4	20.10	24.40	30.70	35.80	42.00	50.00
5	21.10	25.60	32.20	37.60	44.00	52.50

Level 1   Casual Clerk, Summer Student-Library Clerk
Level 2   Shipping/ILL Clerk, Processing Clerk, Receiving Clerk, Driver, ILL Assistant, Administrative Assistant
Level 3   Acquistions Specialist, Cataloguing Technician I,
Level 4   Cataloguing Technician II, Network Analyst
Level 5   Public Services Consultant, IT Consultant, Bibliograhic Services Consultant, Finance, Marketing
Level 6   Public Services Manager, Bibliographic Services Manager, IT Manager, Asst Director

Contract   Director

SECTION 1 - 3.A

CODE OF ETHICS

1. Northern Lights Library System (NLLS) Employees ~~must~~ will demonstrate the highest professional and ethical standards. ~~when dealing with co-workers, board members, member library staff, customers and other individuals who deal with NLLS in the conduct of business.~~

2. Any violation of ~~the Code~~ professional or ethical standards will result in ~~of immediate and appropriate~~ disciplinary action.

3. It is the responsibility of every employee to become familiar with this Code of Ethics and to govern their conduct and behaviour in accordance with the guidelines below.

4. If an employee ~~is~~ requires clarification on ethical or professional standards, they ~~employee~~ should proactively consult their supervisor.

Guidelines

1. An employee shall, in the course of their duties, uphold ~~the~~ all provincial and federal laws.

2. An employee shall, in the course of their duties, uphold NLLS policies and procedures.

3. An employee shall, at all times, act responsibly in the performance of their public duties.

4. An employee shall ensure that their conduct, when in an official capacity, does not bring NLLS into disrepute or damage public confidence.

5. An employee shall behave professionally, respectfully, and courteously at all times, including with their co-workers and the public. They shall endeavour to resolve any work-related disagreements in a respectful manner. ~~based on reasonable expectations.~~ See the Grievance Policy for further information.

6. An employee shall make every reasonable means to avoid conflicts of interest. ~~ensure their position is not used for personal advantage.~~
   a Where a conflict of interest cannot be avoided it must be disclosed in writing to supervisors.

7. Employees will maintain the confidentiality of private information and understand and abide by FOIP guidelines and other privacy legislation.

8. ~~An employee shall ensure that personal or confidential information obtained in the course of their employment is not divulged.~~

9. ~~Communication protected under FOIP shall not be shared between staff members or outside of NLLS, except for the Executive Director. Violation shall lead to discipline as per policy.~~

10. ~~Employees shall sign and acknowledge acceptance of this policy annually.~~

~~Pandemic Illness~~

1. ~~Refer to Policy Sec 1, 2D Pandemic Situation~~

2. ~~Employees are expected to report to work able to perform their duties safely, without endangering themselves or others in an acceptable manner; this includes preventing the spread of any illness that may be contagious. Staff deemed unable to perform their duties, or to be impairing the ability of another staff member to perform the duties of their position in a safe, acceptable manner for whatever reason, may be sent home and/or subject to disciplinary action.~~

3. ~~Employees are not to report to work or be at work if they are experiencing any symptoms of a pandemic.~~

4. ~~Employees who fall ill and begin exhibiting symptoms of pandemic or other contagious illness while on duty, will not be permitted to work and will be required to leave the premises.~~

5. ~~It is the employee's duty to disclose any symptoms of pandemic or other contagious illness, which may be transmitted during the execution of regular employment duties, to the employer.~~

6. ~~Any employee exhibiting symptoms of a pandemic illness not related to pre-existing conditions while at work, must immediately isolate themselves from other staff members and notify their supervisor by phone. These employees will be sent home and must request testing for the Pandemic Illness through AHS.~~

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NLLS Executive Board Chair

August 21, 2020

Date of Approval

SECTION 2 – 1.B

GOVERNANCE

1. Role of the Board and Trustees
   a) The Board is the governing body of the Northern Lights Library System (NLLS).
   b) The authority to act on behalf of NLLS rests with the Board. Individual trustees or employees have no authority except as conferred by the Board for specific purposes.
   c) The Board has one employee, the Executive Director, who is accountable to the Board; as such, Board members are not to direct or supervise NLLS employee(s). When the Board approves policy, the Executive Director is empowered to make all further decisions.
   d) NLLS Committees are to assist the Board, not to advise or assist employee(s) in doing their job.
   e) The Board shall meet and deliberate at specific and regular times as determined by its members and in accordance with the Alberta Libraries Act.
   f) The Board shall exercise its role as public trustees for the Municipalities that comprise the Northern Lights Library System (NLLS).
   g) The Board is responsible for creating a vision of library service for the System, articulating values and principles, setting goals, developing effective governance policy, monitoring library performance, and meeting provincial standards.
   h) Board members are appointed by their councils and, while representing the interests of their communities, are required to act in the interest of NLLS.
   i) The Board is responsible for orienting new members to their roles and responsibilities as trustees.
   j) Board members are responsible for ensuring they understand their responsibilities as trustees.
   k) The Board maintains a membership in the Alberta Library Trustees Association (ALTA) to ensure its trustees have access to appropriate professional development opportunities and resources.

2. Expectations of a Board Member:
   a) Notify the NLLS administration of their intention to attend scheduled meetings one (1) week in advance.
   b) Arrive at meetings on time, prepared to actively participate.
   c) Prepare reports, motions, etc., in writing if possible, and submit them to the NLLS administration in sufficient time for distribution before the meeting.
   d) Read Board material in advance of meetings, noting comments and questions.
   e) Follow through on assigned activities.
   f) Develop a working knowledge of Board materials and applicable legislation.
   g) Maintain friendly, positive relationships with other Board members and staff.
   h) Ask clarifying questions.
   j) Participate in discussion and decision-making, ensuring that you offer your relevant comments and suggestions prior to the Board's decisions.
   k) In addition to these general responsibilities, Board members are expected to serve on committees as required.

3. The Job of the Board is to liaise with the municipalities and member libraries to:
   a) Determine NLLS's strategic direction through a plan of service.
   b) Determine how NLLS will be governed through the development of policies.
   c) Maximize service levels through the development of an annual budget.
   d) Advocate for the interests of the Northern Lights Library System and other library services in Alberta.
   e) Create partnerships with other agencies to achieve the System's goals, and objectives.

4. Develop and approve a three-year plan of service or a strategic plan, a rolling three-year budget, the provincial annual report, and audited financial statements.

5. Recognize the value and contributions of long-serving employees, volunteers, and trustees.

6. Monitor efficacy and compliance with policies, using:
   a) reports by the Executive Director,
   b) reports from member municipalities, members' libraries, and outside agencies,

       c)   direct inspection by the Board.
7.   Use the results of this monitoring to inform regular policy revision.

POLICY DEVELOPMENT

As per The Library Act and Regulation, the Board exercises responsible governance by establishing policies. Policies provide parameters for the action of the Board, its committees, staff, and member libraries. The Board expects Northern Lights Library System's stakeholders to know the policies related to their duties.

1. With assistance from administration, the Northern Lights Library System Board regularly reviews existing policies, to ensure that they are up to date, in keeping with the government legislation and regulations, and reflecting the evolving needs of the System, by:
   a) All policies are reviewed annually.
   b) The most current Plan of Service shall supply content guidance.
   c) A list of policies, together with prescribed review dates, shall be maintained for the Board.
   d) Policies requiring revision shall be presented to the Executive Committee for review before proceeding to a vote of the Board.
   e) Policy review dates will be expressly recorded on the policy, tracked, and acknowledged through signature by the Board Chair.
2. Policies shall be:
   a) Proposed by any stakeholder in the operation and management of Northern Lights Library System, to the Executive Committee via the Board Policy Review Committee.
   b) Monitored by the Executive Director and Executive Committee.
   c) Approved by the Board as a whole.

Policy Development Procedure

1. Policies will be developed and reviewed by the Board Policy Review committee with assistance from NLLS staff and administration throughout the calendar year.
2. The Executive Director will maintain a schedule for the annual review of all policies and bring forward new and updated policies to the Policy Review Committee.
3. The Executive Committee will:
   a) delegate to the Board Policy Review Committee, the development of new policies and the review of current policies.
   b) consider policies submitted by the Board Policy Review Committee.
   c) Forward, electronically, all policies they recommend for adoption to the entire Board 21 days before a vote is taken.
4. The Board Policy Review Committee will:
   a) track all policies and faithfully record review dates.
   b) draft, revise, or update policies as requested by the Executive Committee.
   c) review all policies according to their scheduled review dates and forward them to the Executive Committee.
   d) consider all feedback and policies submitted by staff, or interested stakeholders, and act in the best interest of Northern Lights Library System.
5. The Board will:
   a) Individually review all new or revised policies in advance of any vote.
   b) Provide feedback, concerns, or questions regarding proposed policies to the Executive Committee and/or Policy Review Committee Chair at least 48 hours prior to the meeting scheduled for a vote.
6. When presenting the Board with new or revised policies for a vote:
   a) they will be presented as a package (an omnibus motion).
   b) motions to remove one (1) or more policies from the policy package (omnibus motion) for a separate vote will be entertained.
   c) amendments of policies will not be entertained at the General Board meetings.
   d) defeated policies will be sent back to the Policy Review Committee for further review.

NLLS Executive Board Chair

November 27, 2021

Date of Approval

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STATEMENT OF POLICY AND PROCEDURE

Section: Finance | Chapter: General | Page(s): 1
Subject: ~~REQUEST FOR PURCHASE~~ SYSTEM PURCHASES| Sec 3, 1I
Reviewed: 2020/09/22 | Revised: 2020/08/21 | **Effective: 2017/09/09**

Original	New
REQUEST FOR PURCHASE 1. When purchasing on the basis of catalogue selection or bulk purchasing, NLLS will seek the best pricing. 2. Non-catalogue or bulk purchases exceeding $2000.00 require a request for two (2) or more competitive quotes except in emergency cases, or in the case of automation- related purchases or where contracts exist for specified products or services. 3. When a higher priced item is selected, a written explanation shall be document explaining the reasons for the purchase.	**LARGE PURCHASES** 1. When purchasing materials for library collections, NLLS will seek to balance the best pricing with purchasing processes and vendor relationships. 2. Purchases exceeding $5000.00 not related to library book collections require a request for two (2) or more competitive quotes except in emergencies or where contracts exist for specified products or services. 3. When a higher-priced item is selected, a written explanation shall be documented explaining the reasons for the purchase.
OUTSIDE BUDGET LINE EXPENDITURES 1. Executive Director can spend from the Contingent Reserve fund up to 10,000 for emerging operations cost expense outside of budgeted items, if required and without prior Executive Committee approval. 2. Executive Director will report to the Board Chair that such an expense has occurred.	**OUTSIDE BUDGET EXPENDITURES** 1. The Executive Director can spend from the Contingent Reserve fund up to $10,000 for emerging operational costs outside of approved budgets without prior Executive Committee approval. 2. The Executive Director will report to the Board Chair that such an expense has occurred.

Changes to simplify language and improve grammar.
Change to establish that price is not the controlling factor in the purchase of library materials (vendors, quality, processes, etc., matter).

STATEMENT OF POLICY AND PROCEDURE
Section: Terms of Reference | Chapter: | Page(s): 1
Subject: **ADVOCACY COMMITTEE** |
Reviewed: 2023/09/11 | Revised: 2020/05/23 | **Effective: 2020/05/23**

ADVOCACY COMMITTEE

Mandate
The Advocacy Committee is a standing committee established at the AGM and meets when required.

Under the direction of the Board, the ~~purpose of the~~ Advocacy Committee ~~of the Northern Lights Library Board (NLLB)~~ facilitates ~~develop advocacy measures~~ to ~~continually promote~~ advocacy initiatives on behalf of the Northern Lights Library System (NLLS) and its ~~the~~ members. ~~libraries.~~

[Under the direction of the Executive Committee, the Advocacy Committee facilitates advocacy initiatives on behalf of the Northern Lights Library System (NLLS) and its members.]
Advocacy Committee initiatives require the approval of the Executive Committee.

Responsibilities
~~Executive Committee to give direction and priority to the Advocacy Committee.~~

~~Develop an Advocacy plan and an Advocacy toolkit for Executive Committee approval, containing advocacy documents that can be used by all members.~~
~~Advocacy opportunities are on-going and will be reviewed on a continuing basis. A formal review of advocacy issues will be undertaken at the committee's yearly organizational meeting.~~
~~To utilize the Alberta Library Trustee Association (ALTA) toolkit and resources as appropriate.~~

1. Works with local, regional, and provincial partners to identify advocacy needs and opportunities.
2. Develops a plan to meet identified advocacy needs.
3. Makes accessible to our members and partners advocacy materials and tools.

Membership
~~The NLLS Board will appoint five (5) members to the Advocacy Committee as per policy Sec 2, 1H Committee of the Board. The Advocacy Committee shall appoint the Chair and Vice Chair.~~
~~The Executive Director will serve as support and resource~~

1. Up to five (5) members as outlined by policy Sec 2, 1H Committee of the Board.
2. The chair of the committee will be elected by vote of the committee.
3. The Executive Director serves as a resource and support to the committee.

Reporting
~~At each meeting, minutes shall be taken and meeting minutes shall be forwarded to the Executive Committee.~~
~~Recommendations for advocacy are to be forwarded to the Executive Committee for approval to be submitted for approval by the NLLS Board.~~

Meeting minutes will be kept and forwarded to the Executive Committee for approval.

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NLLS Executive Board Chair

November 23, 2019

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Date of Approval

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SECTION 2 – 1.A

[Combined with the Governance and Policy Development policy – Delete this policy]

POLICY STATEMENT 1-GOVERNANCE PRINCIPLES

1. ~~The Northern Lights Library Board shall be formed in accordance with the Alberta Libraries Act and shall be hereinafter referred to as the Board.~~
2. ~~The Board's priority is to determine Northern Lights Library System's Vision, Mission, Values, Goals, and Objectives and liaise with the member municipalities, and monitor the System's performance.~~ [Covered in 1E]
3. ~~The Board is a governing body that speaks with one voice. All authority rests with the Board, and individual trustees have no authority except as conferred by the Board for specific purposes~~. [Added as 1B with edits]
4. ~~The Board leads through policy, using a framework which defines five categories of Board Policy: Vision, Mission, Values, Goals, and Objectives; Governance Process; Board – Executive Director Relationship; and Executive Director's Parameters.~~ [Covered by 1E]
5. ~~The Board's ongoing agenda is based on its role which is focused on governance issues rather than management issues.~~ [Covered by 1A]
6. ~~The Board states the expected Vision, Mission, Values, Goals, and Objectives through the plan of service, directing the Executive Director to determine the means to achieve these results within limits of ethics and prudence.~~ [Covered in 1]
7. ~~The Board as a whole has one employee, the Executive Director, who is accountable to the Board as a whole; as such, Board members are not to direct or supervise NLLS employee(s). When the Board approves policy, the Executive Director is empowered to make all further decisions. The Executive Director's authority begins immediately and automatically.~~ [Covered in 1]
8. ~~The Executive Committee on behalf of the Board monitors the Executive Director solely on the basis of organizational performance and written policies.~~ See ED evaluation policy
9. ~~The Executive Committee and Ad Hoc Committees are to assist the Board in doing its job; not to advise or assist employee(s) in doing their job.~~ [Added to sec 1]

~~POLICY STATEMENT 2-PROPORTIONAL REPRESENTATION~~

~~1. Promote proportional and regional representation on the Northern Lights Library System Executive Committee.~~ Belongs in the Role of the Committees of the Board policy.

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NLLS Executive Board Chair

May 23, 2020

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Date of Approval

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