

## Northern Lights Library System Board - Regular Meeting- DRAFT

Northern Lights Library System Via Zoom

10:00 AM Friday, February 24, 2023

### MINUTES

---

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

- 1. Call to order [10:00 am]**
- 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. Quorum - [Board Attendance](#)**
- 4. M1- Dwayne Spicer moves the Adoption of Agenda, all in favor, carried.**
- 5. M2- Kelly Chamzuk moves to accept the Minutes of the [November 25, 2022 NLLS Board meeting](#) all in favor , carried.**

### For Information

---

- 6. M3 - Jennifer Johnson moved to accept the Auditor's Report, all in favor, carried.**

[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."

7. **M4- Barbara Smith moves to accept the verbal Chairperson's Report - Vicky Lefebvre as presented, all in favor, carried.**
8. **M5- Sandra Nicholson moves to accept the [Library Manager's Council \(LMC\) report](#) – Jodi Dahlgren as presented, all in favor, carried.**
9. **M6- Josh Crick moves to accept the [Alberta Library Trustee Association \(ALTA\) report](#) – Jennifer Anheliger as presented, all in favor, carried.**
10. **M7- Edie (Edith) Yuill moves to accept the 2023 Implementation Plan, all in favor, carried**

**Briefing Note:** the Executive approved the system's big annual goals on February 10<sup>th</sup>. [The implementation plan](#) outlines the goals and actions required to meet the strategic directions and priorities set by the Board.

## **11. 2022 Annual Service Survey**

**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. See the [Survey Report](#) for an analysis of the results and recommended actions.

**Please read the survey report in advance and come with any questions concerns, or comments.**

## **12. Library 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. Yellowhead Regional Library System produced this [excellent questions sheet](#) for those given an opportunity to ask questions of candidates.

## **For Decision**

---

13. **M8 - Kelly Chamzuk moves to approve the Annual Provincial Reports for the system and each if its service points as amended, all in favor, carried.**

**Briefing Note:** We are required to produce and submit annually a report of system services as well as reports for service points run by the board. These reports must be approved by the Board before submission to the province. The Executive is empowered

to make such approvals on behalf of the Board. The reports will be brought to the Board at the February 24th meeting for adoption.

**Please read these reports in advance and come to the meeting with any questions, concerns, or comments.**

- [System Annual Report](#)
- [Myrnam Annual Report](#)
- [Garrison Annual Report](#)
- [Fishing Lake Annual Report](#)

**14. M9-Lorraine Berry moved to accept all additions, deletions and amendments to the Policies presented, all in favor, carried.**

**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.*

The Executive Committee recommends the following new policy be adopted

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.

The Executive Committee recommends the following updates to policies be adopted

**[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.

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.

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 titled Financial Matters. The updates are largely clarifying - no substantive changes were intended.

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.

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.

Section 1:1T - [Inclement Weather](#)

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

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.

Section 1:3U - [Communication Protocol - Employee\(s\)](#)

**Briefing Note:** Slight grammatical updates for clarity.

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.

The Executive Committee recommends the following redundant policies be deleted.

Section 1:3P - [Privacy Issues](#)

**Briefing Note:** This policy was incorporated into the [Internet and Computer Usage Policy](#) previously and its deletion was overlooked.

*Section 1:1Q - [Retirement](#)*

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

## 15. Plan of Service Committee

**Briefing Note:** The Plan of Service expires at the end of 2023. The Executive Committee has proposed that we form a Plan of Service Committee to develop our new 2024-2026 Plan of Service. The Committee's [Terms of reference](#) stipulate the following structure:

1. The Executive Director (as facilitator and committee support)
2. The Chair and Vice Chair of the Board are defacto members
3. 3 elected members of the Board

Additionally, the Library Manager's Council has elected the following individuals and requests they be added to the committee:

1. 1 library manager from a school-housed public library - D'Arcy Evans (Myrnam Community Library)
2. 1 library manager serving a municipality of 3,000 or fewer residents - Tracy Woloshyniuk (Newbrook Public Library)
3. 1 library manager serving a municipality of greater than 3,000 residents - Maureen Penn (Lac La Biche County Libraries)

Service on the committee is governed by our [Committees of the Board policy](#). Honorariums, mileage, and meals are governed by our [Board Honoraria and Expenses](#), and [travel](#) policies.

The 3 members of the Board to sit on the Plan of Service Committee will be nominated and elected now. Self-nominations are accepted and encouraged.

*First call for nominations. [wait 30 seconds]*

*Dwayne Spicer, Wanda Cochrane and Josh Crick self nominate.*

*Second call for nominations. [wait 30 seconds]*

*Nothing from the floor*

*Third call for nominations. [wait 30 seconds]*

*Nothing from the floor*

**M10 - Maxine Fodness moves to cease nominations, all in favor, carried.**

## **16. Next Meeting**

**Briefing Note:** Our next Board meeting is the Annual General Meeting. There are several Executive Committee positions open for election at this meeting. These are:

Executive:

Board Chair (currently filled by Vicky Lefebvre of the City of Cold Lake)

Zone 1 Rep (currently filled by Larry Tiedemann of the S.V of Mewatha Beach)

### **Zone 1**

Athabasca County

S.V. of Bondiss

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

Zone 3 Rep (currently filled by Dwayne Spicer from the Town of Redwater)

**Zone 3**

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

Officer-at-large (Currently filled by Curtis Schoepp of the S. V. of Island Lake)

Officer-at-large (Currently filled by Josh Crick of the M.D. of Bonnyville)

The officer-at-large positions will The number and type of officer-at-large positions will be made available in the following order:

- Auto-seat for the City of Cold Lake
- Officer-at-large Indigenous
- Officer-at-large Summer Village
- Officer-at-large

This meeting will be held in-person on Friday May 26, 2023 at Northern Lights Library System. We will be providing an online option for those that wish to attend virtually.

**17. Meeting Adjourned by Vicky Lefebvre at 11:06am.**

	Municipality	Zone	Role	Current Rep Name	Feb 24 2023
1	S.V. of West Baptiste	Zone 1	Representative	Amelia (Myn) Hursin	Absent
2	Town of Smoky Lake	Zone 1	Representative	Amy Cherniwchan	Present
3	Village of Boyle	Zone 1	Representative	Barbara Smith	Present
4	Island Lk/Island Lk S/Sunset Beach/Whispering Hills	Zone 1	Representative	Curtis Schoepp	Absent
6	Town of Athabasca	Zone 1	Representative	Edith Yuill	Present
7	S.V. of Bondiss	Zone 1	Representative	Edwin Tomaszuk	Absent
8	Thorhild County	Zone 1	Representative	Janine Paly	Present
9	Athabasca County	Zone 1	Representative	Kelly Chamzuk	Present
10	S.V. of Mewatha Beach	Zone 1	Representative	Larry Tiedemann	Present
11	Village of Vilna	Zone 1	Representative	Leroy Kunyk	Present
12	Smoky Lake County	Zone 1	Representative	Linda Fenerty	Present
14	Village of Waskatenau	Zone 1	Representative	Tyson Berlinguette	Absent
18	Lac La Biche County	Zone 2	Representative	Darlene Beniuk	Present
19	Town of Bonnyville	Zone 2	Representative	David Sharun	Present
20	County of Two Hills	Zone 2	Representative	Dianne Saskiw	Present
21	Village of Myrnam	Zone 2	Representative	Donna Rudolf	Present
22	Frog Lake First Nation	Zone 2	Representative	Glenda Bristow	Absent
23	M.D. of Bonnyville	Zone 2	Representative	Josh Crick	Present
24	Fishing Lake	Zone 2	Representative	June Laboucane	Present
25	Town of Two Hills	Zone 2	Representative	Keegan Thompson	Present
26	Village of Glendon	Zone 2	Representative	Lorie Czuroski	Absent
28	County of St. Paul	Zone 2	Representative	Maxine Fodness	Present
29	Town of St. Paul	Zone 2	Representative	Norm Noel	Present
32	City of Cold Lake	Zone 2	Representative	Vicky Lefebvre	Present
33	Town of Elk Point	Zone 2	Representative	Wanda Cochrane	Present
37	Village of Ryley	Zone 3	Representative	Annette Short	Absent
38	Beaver County	Zone 3	Representative	Barry Bruce	Present
39	Village of Andrew	Zone 3	Representative	Barry Goertz	Present
40	Town of Lamont	Zone 3	Representative	Colleen Holowaychuk	Absent
41	Lamont County	Zone 3	Representative	Daniel Warawa	Absent
42	Town of Redwater	Zone 3	Representative	Dwayne Spicer	Present
43	Town of Mundare	Zone 3	Representative	Eddie Sheppel	Absent
44	Town of Viking	Zone 3	Representative	Gary Hafso	Absent
45	Town of Tofield	Zone 3	Representative	Harold Conquest	Absent
47	Town of Morinville	Zone 3	Representative	Jennifer Anheliger	Present
49	Town of Bruderheim	Zone 3	Representative	Len Falardeau	Present
50	Town of Gibbons	Zone 3	Representative	Loraine Berry	Present
51	Sturgeon County	Zone 3	Representative	Matthew McLennan	Present
53	Town of Bon Accord	Zone 3	Representative	Tanya May	Present
54	Village of Holden	Zone 3	Representative	Travis Schiewe	Absent
61	Village of Marwayne	Zone 4	Representative	Ashley Rainey	Present
62	Village of Irma	Zone 4	Representative	Brandon Parsons	Present
63	Village of Kitscoty	Zone 4	Representative	Daryl Frank	Present
65	Village of Edgerton	Zone 4	Representative	Jennifer Beattie	Present
66	Village of Innisfree	Zone 4	Representative	Jennifer Johnson	Present
67	County of Minburn	Zone 4	Representative	Joey Nafziger	Absent
68	Town of Vermilion	Zone 4	Representative	Kirby Whitlock	Present
69	County of Vermilion River	Zone 4	Representative	Leslie Cusack	Present
70	Village of Paradise Valley	Zone 4	Representative	Mary Arnold	Present
72	Town of Wainwright	Zone 4	Representative	Rick Fountain	Present
73	M.D. of Wainwright	Zone 4	Representative	Robin Leighton	Present
74	Village of Mannville	Zone 4	Representative	Shantell Bielesch	Present
75	Village of Chauvin	Zone 4	Representative	Sheila Donally	Absent
76	Town of Vegreville	Zone 4	Representative	Taneen Rudyk	Absent
					<b>Guests</b>
					James MacDonald - NLLS
					Terri Hampson - NLLS
					Jodi Dalhgren - LMC
					Joanne Kynsh - NLLS
					Jeff Alliston - Metrix
					Craig Poeter - Metrix



# Northern Lights Library System Board

## Regular Meeting

Northern Lights Library System

Via Zoom

10:00 AM Friday, February 24, 2023

Join Zoom Meeting

<https://us02web.zoom.us/j/85397223878?pwd=N3VISXBKMWhkcWsybEVVcU5rTEdyQT09>

Meeting ID: 853 9722 3878

Passcode: 630933

## AGENDA

---

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

- 1. Call to order [10:00 am]**
- 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. Quorum**
- 4. Adoption of Agenda**
- 5. Minutes of the [November 25, 2022 NLLS Board meeting](#)**

## For Information

---

- 6. Auditor's 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."

- 7. **Chairperson's Report – (verbal) Vicky Lefebvre**
- 8. **[Library Manager's Council \(LMC\) report](#) – Jodi Dahlgren**
- 9. **[Alberta Library Trustee Association \(ALTA\) report](#) – Jennifer Anheliger**
- 10. **2023 Implementation Plan**

**Briefing Note:** the Executive approved the system's big annual goals on February 10<sup>th</sup>. [The implementation plan](#) outlines the goals and actions required to meet the strategic directions and priorities set by the Board.

## 11. 2022 Annual Service Survey

**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. See the [Survey Report](#) for an analysis of the results and recommended actions.

**Please read the survey report in advance and come with any questions concerns, or comments.**

## 12. Library 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. Yellowhead Regional Library System produced this [excellent questions sheet](#) for those given an opportunity to ask questions of candidates.

**For Decision**

---

### 13. Annual Provincial Reports

**Briefing Note:** We are required to produce and submit annually a report of system services as well as reports for service points run by the board. These reports must be approved by the Board before submission to the province. The Executive is empowered to make such approvals on behalf of the Board. The reports will be brought to the Board at the February 24th meeting for adoption.

**Please read these reports in advance and come to the meeting with any questions, concerns, or comments.**

- [System Annual Report](#)
- [Myrnam Annual Report](#)
- [Garrison Annual Report](#)
- [Fishing Lake Annual Report](#)

*DRAFT MOTION: xxxxxx moves to approve the provincial annual reports for the system and each of its service points as presented/amended.*

### 14. 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.*

The Executive Committee recommends the following new policy be adopted

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.

The Executive Committee recommends the following updates to policies be adopted

#### 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.

#### 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.

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 titled Financial Matters. The updates are largely clarifying - no substantive changes were intended.

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.

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.

Section 1:1T - [Inclement Weather](#)

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

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.

Section 1:3U - [Communication Protocol - Employee\(s\)](#)

**Briefing Note:** Slight grammatical updates for clarity.

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.

The Executive Committee recommends the following redundant policies be deleted.

Section 1:3P - [Privacy Issues](#)

**Briefing Note:** This policy was incorporated into the [Internet and Computer Usage Policy](#) previously and its deletion was overlooked.

Section 1:1Q - [Retirement](#)

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

*Draft Motion: move to accept all the proposed policy changes, additions, and deletions as an omnibus package.*

*Draft Motion: move to remove the “X” policy from the omnibus motion for further discussion and individual vote.*

## **15. Plan of Service Committee**

**Briefing Note:** The Plan of Service expires at the end of 2023. The Executive Committee has proposed that we form a Plan of Service Committee to develop our new 2024-2026 Plan of Service. The Committee’s [Terms of reference](#) stipulate the following structure:

1. The Executive Director (as facilitator and committee support)
2. The Chair and Vice Chair of the Board are defacto members
3. 3 elected members of the Board

Additionally, the Library Manager’s Council has elected the following individuals and requests they be added to the committee:

1. 1 library manager from a school-housed public library - D'Arcy Evans (Myrnam Community Library)
2. 1 library manager serving a municipality of 3,000 or fewer residents - Tracy Woloshyniuk (Newbrook Public Library)
3. 1 library manager serving a municipality of greater than 3,000 residents - Maureen Penn (Lac La Biche County Libraries)

Service on the committee is governed by our [Committees of the Board policy](#). Honorariums, mileage, and meals are governed by our [Board Honoraria and Expenses](#), and [travel](#) policies.

The 3 members of the Board to sit on the Plan of Service Committee will be nominated and elected now. Self-nominations are accepted and encouraged.

*First call for nominations. [wait 30 seconds]*

*Second call for nominations. [wait 30 seconds]*

*Third call for nominations. [wait 30 seconds]*

*Vote, if necessary.*

## **16. Next Meeting**

**Briefing Note:** Our next Board meeting is the Annual General Meeting. There are several Executive Committee positions open for election at this meeting. These are:

Executive:

Board Chair (currently filled by Vicky Lefebvre of the City of Cold Lake)

Zone 1 Rep (currently filled by Larry Tiedemann of the summer village of Mewatha Beach)

### **Zone 1**

Athabasca County

S.V. of Bondiss

S.V. of Sunset Beach

S.V. of Island Lake

S.V. of Island Lake South

S.V. of Mewatha Beach

S.V. South Baptiste

S.V. of West Baptiste

S.V. of Whispering Hills

Smoky Lake County

Thorhild County

Town of Athabasca

Town of Smoky Lake

Village of Boyle

Village of Vilna

Village of Waskatenau

Zone 3 Rep (currently filled by Dwayne Spicer from the Town of Redwater)

### **Zone 3**

Beaver County

Lamont County

Sturgeon County

Town of Bon Accord

Town of Bruderheim

Town of Gibbons

Town of Lamont

Town of Morinville

Town of Mundare

Town of Redwater  
Town of Tofield  
Town of Viking  
Village of Andrew  
Village of Holden  
Village of Ryley

Officer-at-large (Currently filled by Curtis Schoepp of the S. V. of Island Lake)

Officer-at-large (Currently filled by Josh Crick of the M.D. of Bonnyville)

The officer-at-large positions will The number and type of officer-at-large positions will be made available in the following order:

- Auto-seat for the city of Cold Lake
- Officer-at-large Indigenous
- Officer-at-large Summer Village
- Officer-at-large

This meeting will be held in-person on Friday May 26, 2023 at Northern Lights Library System. We will be providing an online option for those that wish to attend virtually.

## **17. Adjournment**

**Northern Lights Library System Board**  
**Regular Meeting**  
**DRAFT**

Northern Lights Library System -Via Zoom  
10:00 AM Friday, November 25, 2022

1. Call to order 10:02
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. Quorum  
50 Representatives/Alternates present – quorum achieved  
Guests: Jodi Dahlgren – Wainwright Public Library  
Staff: James MacDonald, Terri Hampson, Jessie Morris  
[Nov 25 2022 attendance](#)
4. Adoption of Agenda  
**M1: Rick Fountain moved to adopt the agenda as presented.**  
**Carried**
5. Minutes of the [August 26th NLLS Board meeting](#)  
**M2: Maxine Fodness moved to accept the August 26, 2022 minutes as presented.**  
**Carried**

For Information

6. Chairperson's Report – (verbal) Vicky Lefebvre
  - a. [Board Orientation](#)
  - b. [Letter to Premier](#)
  - c. [Systems letter to Minister Schulz](#)**M3: Amy Cherniwchan moved to accept the Chairperson's report as presented.**  
**Carried**
7. [Library Manager's Council \(LMC\) report](#) – Jodi Dahlgren  
**M4: Wanda Cochrane moved to accept the Library Manager Council report as presented.**  
**Carried**
8. Alberta Library Trustee Association (ALTA) report – Jennifer Anheliger  
**M5: Jennifer Johnson moved to accept the ALTA report as presented.**  
**Carried**
9. **Financial Report** – [Financial Report](#) including overspent budget lines.  
**Briefing Note:** As of the end of October we have expended 91.5% of the 2022 budget. Revenue is up **\$83,739.86** over this time last year. We have now received levies from all library boards. Increases in revenue are largely attributable to sale of two vehicles, two library secondments (3<sup>rd</sup> secondment underway now), office rentals, and a rise in interest on investments.  
**M6: Barry Goertz moved to accept the Financial report as presented. Carried**

For Decision

**10. Meeting absences**

**Briefing Note:** The Libraries Act, section 31(1) "A person is disqualified from remaining a member of a board if the person fails to attend, without being authorized by a resolution of the board to do so, 3 consecutive regular meetings of the board." Going forward we will monitor



absences and alert members who have missed 2 consecutive meetings. We have had two individuals hit the 3-meeting absence clause.

Town of Two Hills & Village of Andrew

They were both notified of the absence by email, and both responded promptly. Individual circumstances led to the absences. They both indicated a willingness to continue to serve.

**M7: Josh Crick moved that the past absences of representatives from the town of Two Hills and the Village of Andrew be excused, and they continue to be allowed to serve.**

**CARRIED**

## 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.*

The Executive Committee recommends the following new policy be adopted

1. [Executive Director Compensation](#) – outlines the principles and practices for negotiating the compensation of the Executive Director

The Executive Committee recommends the following updates to policies be adopted

1. [Staff Orientation](#) – grammatical and modernization changes
2. [Statutory and General Holidays](#) – grammar and clarification on winter break. Truth and Reconciliation Day to remain open in support of libraries that remain open for programming.
3. [Gym Facilities](#) – Extension of use (under waiver) to tenants and accompanied guests.
4. [Annual Agenda](#) – Formatting changes to enhance clarity
5. [Board Honoraria And Expenses](#) – aligning with recent addition of the new Travel policy
6. [Board Member Orientation And Professional Development](#) – grammatical changes
7. [Signing Authority](#) – clarification that all account expenditures require 2 signatures.
8. [Grants, Sponsorships and Donations](#) – Simplification of wording and combining with PLSB Grant Funding policy.
9. [Finance Fund Account](#) – slight changes to the amounts – this policy is updated annually

The Executive Committee recommends the following redundant policies be deleted.

1. [NLLS Cell Phone Policy](#) – superseded by [Internet and computer usage policy](#)
2. [Personal Cell Phone Or Devices Use](#) – superseded by [Internet and computer usage policy](#)
3. [Email Usage](#) – superseded by [Internet and computer usage policy](#)
4. [PLSB Grant Money](#) – combined with Grants, Sponsorships and Donations policy

**M8: Lorraine Berry moved to remove the Executive Director Compensation policy from the omnibus package.**

**CARRIED**

**M9: Lorraine Berry moved to accept all the proposed policy changes (except for the Executive Director Evaluation policy) as an omnibus package.**

**CARRIED**

**M10: Lorraine Berry moved to accept the Executive Director Evaluation Policy.**

**CARRIED**

## 12. Draft Budget 2023 – [Draft budget](#) - [Presentation](#)

**Briefing Note:** This budget was accepted in principle at the August 26<sup>th</sup> meeting. Some slight changes have been made based on motions of the board at that time (i.e. online versus in-person board meetings). An email was sent on September 12, 2022 to all library board chairs,

municipal councils, and this Board outlining the budget, the 1.5% increase, and the outcome of the August 26<sup>th</sup> Board meeting.

This budget presents a 4-year projection of system costs and proposes a modest 1.5% levy increase year over year. Despite the modest increase the projection relies on drawing from system savings (decreasing year over year) to align expenses with income while improving services.

**M10: Larry Tiedemann moved to accept and adopt the 2023 annual Northern Lights Library System budget as presented.**

**CARRIED**

13. Adjournment

**M11: Josh Crick moved to adjourn the meeting.**

**CARRIED**

DRAFT

---

# **NORTHERN LIGHTS LIBRARY SYSTEM**

## **2022 PRESENTATION TO THE BOARD**

---



**METRIX GROUP** LLP

CHARTERED PROFESSIONAL  
ACCOUNTANTS

**Jeff Alliston, CPA, CA**  
**Partner**  
**Craig Poeter, CPA**  
**Manager**

# AUDIT OVERVIEW

- ❑ **ENHANCE DEGREE OF CONFIDENCE OF INTENDED USERS**
- ❑ **ACHIEVED BY AUDITOR EXPRESSING OPINION**
- ❑ **WHETHER FS PRESENT FAIRLY, IN ALL MATERIAL RESPECTS**
  - **WHETHER DUE TO FRAUD OR ERROR**
- ❑ **AUDITOR SEEKING REASONABLE ASSURANCE**
  - **HIGH LEVEL OF ASSURANCE**
  - **NOT ABSOLUTE ASSURANCE**
  - **MOST EVIDENCE PERSUASIVE NOT CONCLUSIVE**
- ❑ **AUDITOR EXERCISES PROFESSIONAL JUDGEMENT**
- ❑ **AUDITOR MAINTAINS PROFESSIONAL SKEPTICISM**
  - **QUESTIONING MIND**
  - **ALERT TO CONDITIONS WHICH MAY INDICATE POSSIBLE MISSTATEMENT**
  - **CRITICAL ASSESSMENT OF AUDIT EVIDENCE**

# INDEPENDENT AUDITORS' REPORT

## □ OUR OPINION

- PRESENT FAIRLY IN ALL MATERIAL RESPECTS

## □ BASIS FOR OPINION

- IN ACCORDANCE WITH CANADIAN GAAS

## □ RESPONSIBILITIES OF MANAGEMENT AND THOSE CHARGED WITH GOVERNANCE

- PREPARATION AND FAIR PRESENTATION
- IN ACCORDANCE WITH CANADIAN PSAS FOR GNFPPO
- RESPONSIBLE FOR ASSESSING ABILITY TO CONTINUE AS A GOING CONCERN

## □ AUDITORS' RESPONSIBILITIES FOR THE AUDIT

- OBTAIN REASONABLE ASSURANCE
- ARE FREE FROM MATERIAL MISSTATEMENT
- PROCEDURES DEPEND ON AUDITORS' JUDGEMENT
- CONSIDER RELEVANT INTERNAL CONTROLS
- EVALUATE ACCOUNTING POLICIES / ESTIMATES

# STATEMENT OF FINANCIAL POSITION

	2022	2021
<b>ASSETS</b>		
Cash and cash equivalents	\$ 2,225,408	\$ 2,550,569
Accounts receivable	22,329	23,144
Goods and Service Tax recoverable	37,560	-
Prepaid expenses	149,269	109,313
	<b>2,434,566</b>	<b>2,683,026</b>
Tangible capital assets	<b>2,031,644</b>	<b>2,184,374</b>
	<b>4,466,210</b>	<b>4,867,400</b>
<b>LIABILITIES</b>		
Accounts payable and accrued liabilities	108,587	79,863
Goods and Services Tax payable	-	6,685
Vacation payable	26,541	28,786
Deferred contributions - allocation	93,150	121,315
Deferred contributions - other	307,426	310,932
	<b>535,704</b>	<b>547,581</b>
Deferred contributions - tangible capital assets	<b>1,058,348</b>	<b>1,101,033</b>
	<b>1,594,052</b>	<b>1,648,614</b>
<b>NET ASSETS</b>		
Invested in tangible capital assets - Internally restricted	973,296	1,083,341
Unrestricted	1,898,862	2,135,445
	<b>2,872,158</b>	<b>3,218,786</b>
	<b>\$ 4,466,210</b>	<b>\$ 4,867,400</b>



# TANGIBLE CAPITAL ASSETS

	2021 Balance	Additions	Disposals	2022 Balance
<b>COST:</b>				
Land	\$ 50,000	\$ -	\$ -	\$ 50,000
Building	2,894,641	-	-	2,894,641
Parking lot	81,000	-	-	81,000
Furniture & equipment	83,109	-	-	83,109
Computer equipment	374,710	-	-	374,710
Vehicles	265,397	-	58,497	206,900
	<u>\$ 3,748,857</u>	<u>\$ -</u>	<u>\$ 58,497</u>	<u>\$ 3,690,360</u>

	2021 Balance	Amortization	Accumulated Amortization on Disposals	2022 Balance
<b>ACCUMULATED AMORTIZATION:</b>				
Building	\$ 948,600	\$ 72,366	\$ -	\$ 1,020,966
Parking lot	37,800	5,400	-	43,200
Furniture & equipment	76,740	6,369	-	83,109
Computer equipment	278,788	47,174	-	325,962
Vehicles	222,555	21,421	58,497	185,479
	<u>\$ 1,564,483</u>	<u>\$ 152,730</u>	<u>\$ 58,497</u>	<u>\$ 1,658,716</u>

<b>NET BOOK VALUE OF TANGIBLE CAPITAL ASSETS</b>	<u>\$ 2,184,374</u>	<u>\$ (152,730)</u>	<u>\$ -</u>	<u>\$ 2,031,644</u>
--	---------------------	---------------------	-------------	---------------------

<b>Net Book Value</b>	<b>2022</b>	<b>2021</b>
Land	\$ 50,000	\$ 50,000
Building	1,873,675	1,946,041
Parking lot	37,800	43,200
Furniture & equipment	-	6,369
Computer equipment	48,748	95,922
Vehicles	21,421	42,842
	<u>\$ 2,031,644</u>	<u>\$ 2,184,374</u>

# STATEMENT OF FINANCIAL POSITION

	2022	2021
<b>ASSETS</b>		
Cash and cash equivalents	\$ 2,225,408	\$ 2,550,569
Accounts receivable	22,329	23,144
Goods and Service Tax recoverable	37,560	-
Prepaid expenses	149,269	109,313
	<u>2,434,566</u>	<u>2,683,026</u>
Tangible capital assets	<u>2,031,644</u>	<u>2,184,374</u>
	<u><u>4,466,210</u></u>	<u><u>4,867,400</u></u>
<b>LIABILITIES</b>		
Accounts payable and accrued liabilities	108,587	79,863
Goods and Services Tax payable	-	6,685
Vacation payable	26,541	28,786
Deferred contributions - allocation	93,150	121,315
Deferred contributions - other	307,426	310,932
	<u>535,704</u>	<u>547,581</u>
Deferred contributions - tangible capital assets	<u>1,058,348</u>	<u>1,101,033</u>
	<u><u>1,594,052</u></u>	<u><u>1,648,614</u></u>
<b>NET ASSETS</b>		
Invested in tangible capital assets - Internally restricted	973,296	1,083,341
Unrestricted	<u>1,898,862</u>	<u>2,135,445</u>
	<u>2,872,158</u>	<u>3,218,786</u>
	<u><u>\$ 4,466,210</u></u>	<u><u>\$ 4,867,400</u></u>





# DEFERRED CONTRIBUTIONS - ALLOCATION

	Balance, Beginning of Year	Book purchase allocation	Books purchased	Balance, End of Year
Purchase allotment	\$ 121,315	\$ 381,404	\$ (409,569)	\$ 93,150

# DEFERRED CONTRIBUTIONS - OTHER

	Balance, Beginning of Year	Contributions received	Revenue recognized	Balance, End of Year
Indigenous project grant	\$ 286,188	\$ 118,232	\$ (118,520)	\$ <b>285,900</b>
Member library restricted funds	15,819	5,449	(5,176)	<b>16,092</b>
Myrnam - funds	8,925	8,848	(12,339)	<b>5,434</b>
	<b>\$ 310,932</b>	<b>\$ 132,529</b>	<b>\$ (136,035)</b>	<b>\$ 307,426</b>

# STATEMENT OF FINANCIAL POSITION

	2022	2021
<b>ASSETS</b>		
Cash and cash equivalents	\$ 2,225,408	\$ 2,550,569
Accounts receivable	22,329	23,144
Goods and Service Tax recoverable	37,560	-
Prepaid expenses	149,269	109,313
	<b>2,434,566</b>	2,683,026
Tangible capital assets	2,031,644	2,184,374
	<b>4,466,210</b>	4,867,400
<b>LIABILITIES</b>		
Accounts payable and accrued liabilities	108,587	79,863
Goods and Services Tax payable	-	6,685
Vacation payable	26,541	28,786
Deferred contributions - allocation	93,150	121,315
Deferred contributions - other	307,426	310,932
	<b>535,704</b>	547,581
Deferred contributions - tangible capital assets	1,058,348	1,101,033
	<b>1,594,052</b>	1,648,614
<b>NET ASSETS</b>		
Invested in tangible capital assets - Internally restricted	973,296	1,083,341
Unrestricted	1,898,862	2,135,445
	<b>2,872,158</b>	3,218,786
	<b>\$ 4,466,210</b>	<b>\$ 4,867,400</b>



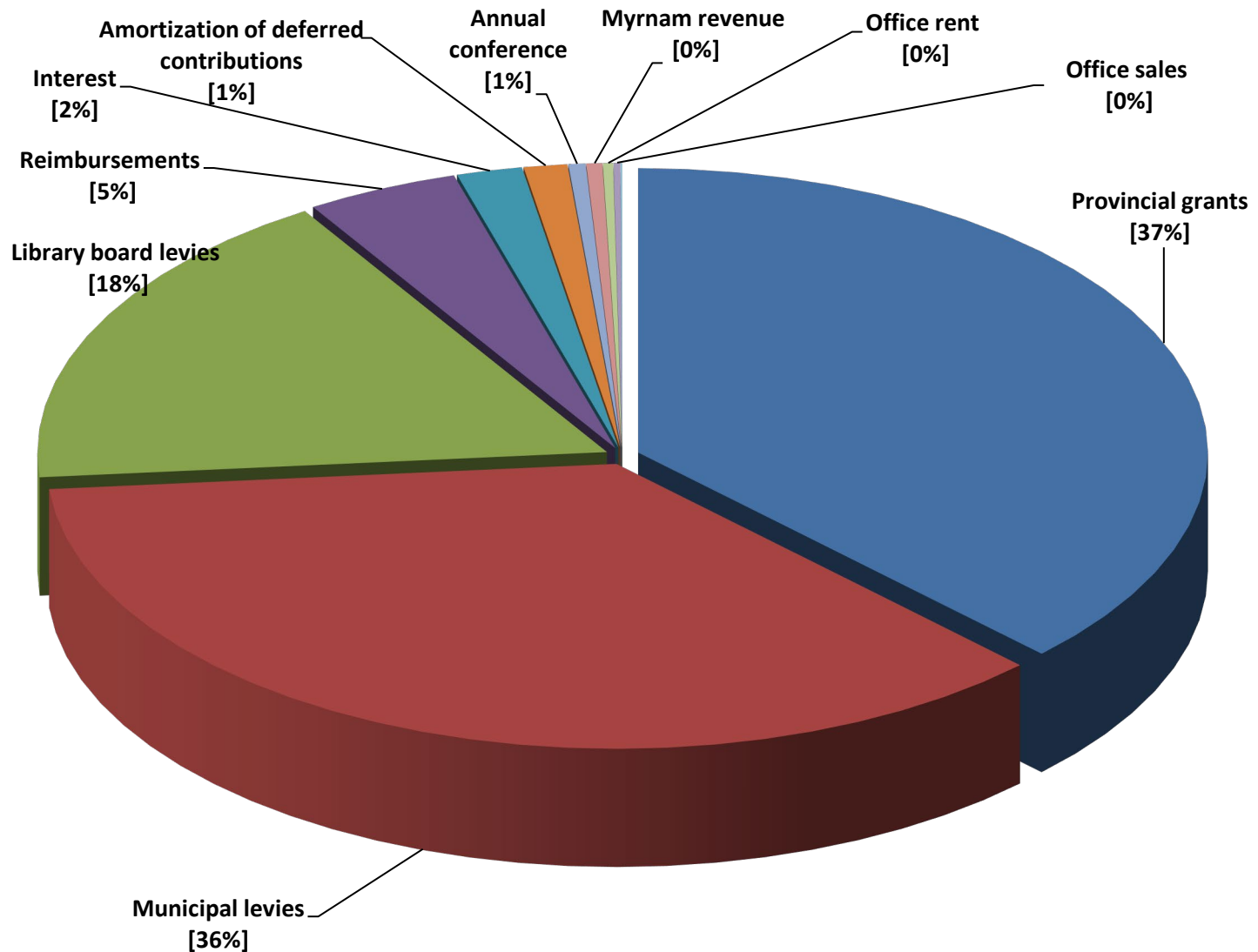
# NET ASSETS

	Unrestricted	Invested in tangible capital assets - Internally restricted	2022	2021
<b>NET ASSETS - BEGINNING OF YEAR</b>	\$ 2,135,445	\$ 1,083,341	<b>\$ 3,218,786</b>	\$ 3,438,606
Excess (deficiency) of revenue over expenses	(346,628)	-	<b>(346,628)</b>	(219,820)
Amortization of tangible capital assets	152,730	(152,730)	-	-
Amortization of deferred contributions - tangible capital assets	(42,685)	42,685	-	-
<b>NET ASSETS - END OF YEAR</b>	<b>\$ 1,898,862</b>	<b>\$ 973,296</b>	<b>\$ 2,872,158</b>	\$ 3,218,786

# REVENUE

	2022 (Budget)	2022 (Actual)	2021 (Actual)
<b>REVENUE</b>			
Provincial grants	\$ 836,808	\$ 1,293,674	\$ 1,350,134
Municipal levies	866,576	1,246,047	1,226,702
Library board levies	604,128	604,128	606,800
Reimbursements	1,000	149,515	116,954
Interest	22,000	64,349	20,148
Amortization of deferred contributions - tangible capital assets	-	42,685	42,686
Annual conference	15,000	16,784	2,500
Myrnam revenue	-	15,721	9,462
Office rental	-	10,000	-
Office sales	4,000	6,875	4,740
Reading programs	8,000	1,617	924
Non-resident fees	1,500	-	600
Reserve transfer	348,736	-	-
	<u>\$ 2,707,748</u>	<u>\$ 3,451,395</u>	<u>\$ 3,381,650</u>

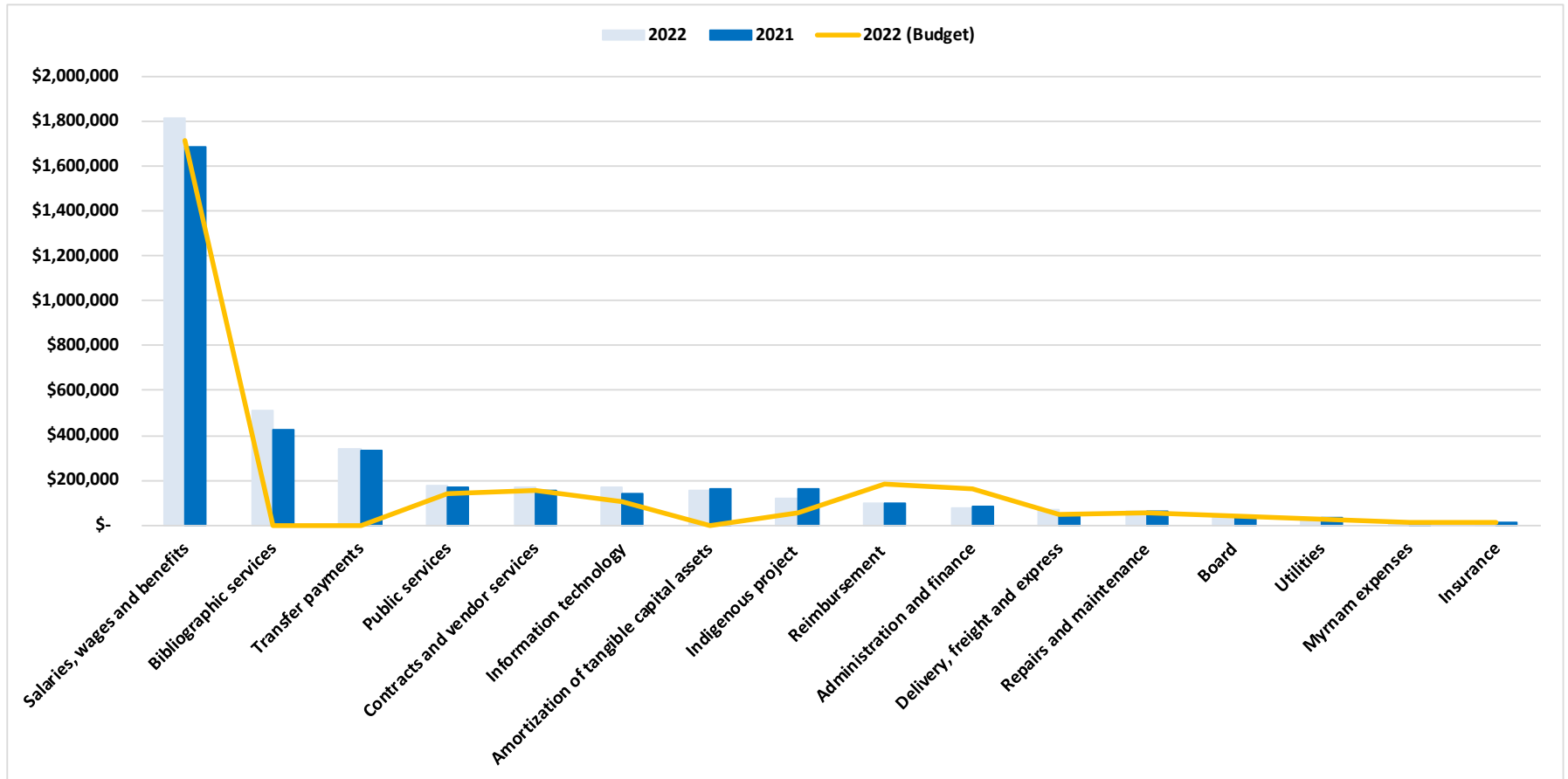
# REVENUE



# EXPENSES BY FUNCTION

	2022 (Budget)	2022 (Actual)	2021 (Actual)
<b>EXPENSES</b>			
Salaries, wages and benefits	\$ 1,717,349	\$ 1,815,027	\$ 1,682,980
Bibliographic services	-	510,551	428,561
Transfer payments	-	337,725	335,141
Public services	142,000	177,551	166,581
Contracts and vendor services	153,000	171,771	157,129
Information technology	108,000	171,416	137,594
Amortization of tangible capital assets	-	152,730	163,328
Indigenous project	53,367	118,521	159,789
Reimbursement	180,000	100,892	99,719
Administration and finance	163,400	73,149	85,738
Delivery, freight and express	48,000	72,428	48,256
Repairs and maintenance	52,000	59,731	61,685
Board	37,800	42,511	43,662
Utilities	30,000	31,582	30,544
Myrnam expenses	11,332	12,339	9,462
Insurance	11,500	12,072	11,323
	<u>\$ 2,707,748</u>	<u>\$ 3,859,996</u>	<u>\$ 3,621,492</u>

# EXPENSES BY FUNCTION





# OTHER INCOME (EXPENSE)

	2022 (Budget)	2022 (Actual)	2021 (Actual)
<b>EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES FROM OPERATIONS</b>	<b>\$ -</b>	<b>\$ (408,601)</b>	<b>\$ (239,842)</b>
<b>OTHER INCOME (EXPENSES)</b>			
Deferred allotment	-	36,223	20,438
Gain on disposal of tangible capital assets	-	25,750	-
Loss on foreign exchange	-	-	(416)
	-	61,973	20,022
<b>EXCESS (DEFICIENCY) OF REVENUE OF EXPENSES</b>	<b>\$ -</b>	<b>\$ (346,628)</b>	<b>\$ (219,820)</b>

# RECONCILIATION OF OPERATING RESULTS TO BUDGET

	2022 (Budget)	2022 (Actual)	2021 (Actual)
Excess (deficiency) of revenues over expenses	\$ -	\$ (346,628)	\$ (219,820)
<b>Add:</b>			
Amortization of tangible capital assets	-	152,730	163,328
<b>Deduct:</b>			
Purchase of tangible capital assets	-	-	(4,721)
assets	-	(42,685)	(42,686)
Deferred allotment carryover	-	(36,223)	(20,438)
Gain on disposal of tangible capital assets	-	(25,750)	-
	<u>\$ -</u>	<u>\$ (298,556)</u>	<u>\$ (124,337)</u>

# SUMMARY

## ❑ EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES

**Deficiency of \$346,628** (2021 – deficiency of \$219,820)

## ❑ AUDIT FINDINGS REPORT TO BOARD (see report)

- NO SIGNIFICANT CONTROL DEFICIENCIES
- NO UNUSUAL ACCOUNTING POLICIES / ESTIMATES
- UNCORRECTED MISSTATEMENTS
- NO SIGNIFICANT DIFFICULTIES
- AUDITOR INDEPENDENCE

## ❑ THANK YOU TO MANAGEMENT & STAFF

## ❑ QUESTIONS?

**NORTHERN LIGHTS LIBRARY SYSTEM**  
**Financial Statements**  
**For the Year Ended December 31, 2022**

---

## MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL REPORTING

---

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

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

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

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

---

James MacDonald, Executive Director

---

Terri Hampson, Finance Officer

Elk Point, Alberta  
February 24, 2023

---

## INDEPENDENT AUDITORS' REPORT

---

To the Members of Northern Lights Library System

### *Opinion*

We have audited the financial statements of Northern Lights Library System (the Library System), which comprise the statement of financial position as at December 31, 2022, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Library System as at December 31, 2022, and the results of its operations and cash flows for the year then ended in accordance with Canadian public sector accounting standards for government not-for-profit organizations.

### *Basis for Opinion*

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

### *Other Information*

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

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

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

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

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

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

(continues)

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

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

### *Auditors' Responsibilities for the Audit of the Financial Statements*

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

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Library System's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Library System's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Library System to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

Chartered Professional Accountants

Edmonton, Alberta  
February 24, 2023

**NORTHERN LIGHTS LIBRARY SYSTEM****Statement of Financial Position****As at December 31, 2022**

	2022	2021
<b>ASSETS</b>		
<b>CURRENT</b>		
Cash and cash equivalents	\$ 2,225,408	\$ 2,550,569
Accounts receivable (Note 2)	22,329	23,144
Goods and Services Tax recoverable	37,560	-
Prepaid expenses	149,269	109,313
	<u>2,434,566</u>	<u>2,683,026</u>
<b>TANGIBLE CAPITAL ASSETS (Note 4)</b>	<u>2,031,644</u>	<u>2,184,374</u>
	<u><b>\$ 4,466,210</b></u>	<u><b>\$ 4,867,400</b></u>
<b>LIABILITIES</b>		
<b>CURRENT</b>		
Accounts payable and accrued liabilities	\$ 108,587	\$ 79,863
Goods and Services Tax payable	-	6,685
Vacation payable	26,541	28,786
Deferred contributions - allocation (Note 7)	93,150	121,315
Deferred contributions - other (Note 8)	307,426	310,932
	<u>535,704</u>	<u>547,581</u>
<b>DEFERRED CONTRIBUTIONS - TANGIBLE CAPITAL ASSETS (Note 9)</b>	<u>1,058,348</u>	<u>1,101,033</u>
	<u><b>1,594,052</b></u>	<u><b>1,648,614</b></u>
<b>NET ASSETS</b>		
Invested in tangible capital assets - internally restricted	973,296	1,083,341
Unrestricted	1,898,862	2,135,445
	<u>2,872,158</u>	<u>3,218,786</u>
	<u><b>\$ 4,466,210</b></u>	<u><b>\$ 4,867,400</b></u>

**ON BEHALF OF THE BOARD**\_\_\_\_\_  
*Director*\_\_\_\_\_  
*Director*



**NORTHERN LIGHTS LIBRARY SYSTEM**  
**Statement of Operations**  
**For the Year Ended December 31, 2022**

	2022	2022	2021
<b>REVENUE</b>			
Provincial grants (Note 3)	\$ 836,808	\$ 1,293,674	\$ 1,350,134
Municipal levies	866,576	1,246,047	1,226,702
Library board levies	604,128	604,128	606,800
Reimbursements (Note 5)	1,000	149,515	116,954
Interest	22,000	64,349	20,148
Amortization of deferred contributions - tangible capital assets (Note 9)	-	42,685	42,686
Annual conference	15,000	16,784	2,500
Myrnam revenue	-	15,721	9,462
Office rental	-	10,000	-
Office sales	4,000	6,875	4,740
Reading programs	8,000	1,617	924
Non-resident fees	1,500	-	600
Reserve transfer	348,736	-	-
	<u>2,707,748</u>	<u>3,451,395</u>	<u>3,381,650</u>
<b>EXPENSES</b>			
Salaries, wages and benefits	1,717,349	1,815,027	1,682,980
Bibliographic services	-	510,551	428,561
Transfer payments (Note 6)	-	337,725	335,141
Public services	142,000	177,551	166,581
Contracts and vendor services	153,000	171,771	157,129
Information technology	108,000	171,416	137,594
Amortization of tangible capital assets	-	152,730	163,328
Indigenous project	53,367	118,521	159,789
Reimbursements	180,000	100,892	99,719
Administration and finance	163,400	73,149	85,738
Delivery, freight and express	48,000	72,428	48,256
Repairs and maintenance	52,000	59,731	61,685
Board	37,800	42,511	43,662
Utilities	30,000	31,582	30,544
Myrnam expenses	11,332	12,339	9,462
Insurance	11,500	12,072	11,323
	<u>2,707,748</u>	<u>3,859,996</u>	<u>3,621,492</u>
<b>DEFICIENCY OF REVENUE OVER EXPENSES FROM OPERATIONS</b>	<u>-</u>	<u>(408,601)</u>	<u>(239,842)</u>
<b>OTHER INCOME (EXPENSES)</b>			
Deferred allotment	-	36,223	20,438
Gain on disposal of tangible capital assets	-	25,750	-
Loss on foreign exchange	-	-	(416)
	<u>-</u>	<u>61,973</u>	<u>20,022</u>
<b>DEFICIENCY OF REVENUE OVER EXPENSES</b>	<u>\$ -</u>	<u>\$ (346,628)</u>	<u>\$ (219,820)</u>

**NORTHERN LIGHTS LIBRARY SYSTEM**  
**Statement of Changes in Net Assets**  
**For the Year Ended December 31, 2022**

	Unrestricted	Invested in tangible capital assets - internally restricted	2022	2021
<b>NET ASSETS - BEGINNING OF YEAR</b>	\$ 2,135,445	\$ 1,083,341	<b>\$ 3,218,786</b>	\$ 3,438,606
Excess (deficiency) of revenue over expenses	(346,628)	-	<b>(346,628)</b>	(219,820)
Amortization of tangible capital assets	152,730	(152,730)	-	-
Amortization of deferred contributions - tangible capital assets <i>(Note 9)</i>	(42,685)	42,685	-	-
<b>NET ASSETS - END OF YEAR</b>	<b>\$ 1,898,862</b>	<b>\$ 973,296</b>	<b>\$ 2,872,158</b>	<b>\$ 3,218,786</b>

**NORTHERN LIGHTS LIBRARY SYSTEM**  
**Statement of Cash Flows**  
**For The Year Ended December 31, 2022**

	2022	2021
<b>OPERATING ACTIVITIES</b>		
Deficiency of revenue over expenses	\$ (346,628)	\$ (219,820)
Items not affecting cash:		
Amortization of tangible capital assets	152,730	163,328
Gain on disposal of tangible capital assets	(25,750)	-
Amortization of deferred contributions - tangible capital assets (Note 9)	(42,685)	(42,686)
	<u>(262,333)</u>	<u>(99,178)</u>
Changes in non-cash working capital:		
Accounts receivable	815	(2,583)
Prepaid expenses	(39,956)	19,543
Goods and Services Tax recoverable	(44,245)	33,574
Accounts payable and accrued liabilities	28,724	43,549
Vacation payable	(2,245)	7,096
Deferred contributions - allocation	(28,165)	(14,798)
Deferred contributions - other	(3,506)	1,433
	<u>(88,578)</u>	<u>87,814</u>
	<u>(350,911)</u>	<u>(11,364)</u>
<b>INVESTING ACTIVITIES</b>		
Purchase of tangible capital assets	-	(4,721)
Proceeds on sale of tangible capital assets	25,750	-
	<u>25,750</u>	<u>(4,721)</u>
<b>FINANCING ACTIVITY</b>		
Proceeds from investments	-	700,000
	<u>-</u>	<u>700,000</u>
<b>INCREASE (DECREASE) IN CASH FLOW</b>	<b>(325,161)</b>	<b>683,915</b>
<b>CASH AND CASH EQUIVALENTS - BEGINNING OF YEAR</b>	<b>2,550,569</b>	<b>1,866,654</b>
<b>CASH AND CASH EQUIVALENTS - END OF YEAR</b>	<b>\$ 2,225,408</b>	<b>\$ 2,550,569</b>
<b>CASH AND CASH EQUIVALENTS CONSIST OF:</b>		
Cash	\$ 195,415	\$ 666,687
Cash equivalents	2,029,993	1,883,882
	<u>\$ 2,225,408</u>	<u>\$ 2,550,569</u>

# NORTHERN LIGHTS LIBRARY SYSTEM

## Notes to Financial Statements

Year Ended December 31, 2022

---

### PURPOSE OF THE SYSTEM

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

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

---

### 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

#### (a) *Basis of presentation*

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

#### (b) *Revenue recognition*

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

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

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

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

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

#### (c) *Cash and cash equivalents*

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

(continues)

# NORTHERN LIGHTS LIBRARY SYSTEM

## Notes to Financial Statements

Year Ended December 31, 2022

---

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

#### *(d) Tangible capital assets*

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

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

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

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

#### *(e) Measurement uncertainty*

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

*(continues)*

# NORTHERN LIGHTS LIBRARY SYSTEM

## Notes to Financial Statements

Year Ended December 31, 2022

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

#### *(f) Financial instruments*

##### *Measurement of financial instruments*

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

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

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

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

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

##### *Impairment*

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

##### *Transaction costs*

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

### 2. ACCOUNTS RECEIVABLE

	2022	2021
Trade receivables	\$ 22,569	\$ 23,384
Allowance for doubtful accounts	(240)	(240)
	<u>\$ 22,329</u>	<u>\$ 23,144</u>

# NORTHERN LIGHTS LIBRARY SYSTEM

## Notes to Financial Statements

Year Ended December 31, 2022

### 3. PROVINCIAL GRANTS

	2022	2021
Operating grant	\$ 832,375	\$ 831,807
Rural services grant	337,736	337,782
Indigenous grant	118,520	159,789
Provincial establishment grant	5,043	20,756
	<b>\$ 1,293,674</b>	<b>\$ 1,350,134</b>

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

### 4. TANGIBLE CAPITAL ASSETS

<u>Cost</u>	2021 Balance	Additions	Disposals	2022 Balance
Land	\$ 50,000	\$ -	\$ -	\$ 50,000
Building	2,894,641	-	-	2,894,641
Parking lot	81,000	-	-	81,000
Furniture & equipment	83,109	-	-	83,109
Computer equipment	374,710	-	-	374,710
Vehicles	265,397	-	58,497	206,900
	<b>\$ 3,748,857</b>	<b>\$ -</b>	<b>\$ 58,497</b>	<b>\$ 3,690,360</b>

<u>Accumulated Amortization</u>	2021 Balance	Amortization	Accumulated Amortization on Disposals	2022 Balance
Building	\$ 948,600	\$ 72,366	\$ -	\$ 1,020,966
Parking lot	37,800	5,400	-	43,200
Furniture & equipment	76,740	6,369	-	83,109
Computer equipment	278,788	47,174	-	325,962
Vehicles	222,555	21,421	58,497	185,479
	<b>\$ 1,564,483</b>	<b>\$ 152,730</b>	<b>\$ 58,497</b>	<b>\$ 1,658,716</b>

<u>Net book value</u>	2022	2021
Land	\$ 50,000	\$ 50,000
Building	1,873,675	1,946,041
Parking lot	37,800	43,200
Furniture & equipment	-	6,369
Computer equipment	48,748	95,922
Vehicles	21,421	42,842
	<b>\$ 2,031,644</b>	<b>\$ 2,184,374</b>

**NORTHERN LIGHTS LIBRARY SYSTEM**  
**Notes to Financial Statements**  
**Year Ended December 31, 2022**

**5. REIMBURSEMENTS**

	<b>2022</b>	2021
Sales of office supplies	<b>\$ 104,654</b>	\$ 83,117
Services and travel reimbursement	<b>44,861</b>	33,837
	<b>\$ 149,515</b>	\$ 116,954

**6. TRANSFER PAYMENTS**

The Library System provides payments to certain member entities on the basis of \$5.55 per capita (2021 - \$5.55). The population of the municipality is based off of the Municipal Affairs Population List, provided by the Government of Alberta. The population of the 17 municipalities that received transfer payments total 61,468 (2021 - 60,092) with a minimum population of 44 individuals (2021 - 44) and a maximum population of 19,578 individuals (2021 - 19,578). The Library System made transfer payments of \$337,725 (2021 - \$335,141) in the the 2022 fiscal year.

**7. DEFERRED CONTRIBUTIONS - ALLOCATION**

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

	Balance, Beginning of Year	Book purchase allocation	Books purchased	<b>Balance, End of Year</b>
Purchase allotment	<b>\$ 121,315</b>	<b>\$ 381,404</b>	<b>\$ (409,569)</b>	<b>\$ 93,150</b>

The member libraries have outstanding orders of \$NIL (2021 - \$1,818) for books not received as at December 31, 2022. These amounts are reflected in the balance at year end.



**NORTHERN LIGHTS LIBRARY SYSTEM**  
**Notes to Financial Statements**  
**Year Ended December 31, 2022**

**8. DEFERRED CONTRIBUTIONS - OTHER**

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

	Balance, Beginning of Year	Contributions received	Revenue recognized	Balance, End of Year
Indigenous project grant	\$ 286,188	\$ 118,232	\$ (118,520)	\$ <b>285,900</b>
Member library restricted funds	15,819	5,449	(5,176)	<b>16,092</b>
Myrnam - funds	8,925	8,848	(12,339)	<b>5,434</b>
	<b>\$ 310,932</b>	<b>\$ 132,529</b>	<b>\$ (136,035)</b>	<b>\$ 307,426</b>

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

## NORTHERN LIGHTS LIBRARY SYSTEM

### Notes to Financial Statements

Year Ended December 31, 2022

#### 9. DEFERRED CONTRIBUTIONS - TANGIBLE CAPITAL ASSETS

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

	2022	2021
Balance, Beginning of Year	\$ 1,101,033	\$ 1,143,719
Less:		
Amortization of deferred contributions - tangible capital assets	42,685	42,686
	<u>\$ 1,058,348</u>	<u>\$ 1,101,033</u>
Deferred contributions are comprised of the following:		
Building	<u>\$ 1,058,348</u>	<u>\$ 1,101,033</u>

#### 10. RELATED PARTY TRANSACTIONS

The Library System charges its member entities a levy of \$10.46 (2021 - \$10.46) per capita in the municipality of the member entity library. If there is a library board in the municipal area, then the municipality and library board share the funding costs on a 50/50 basis. Total funding from the municipal levies in 2022 totaled \$1,246,047 (2021 - \$1,226,702) and the funding from the library boards levies in 2022 totaled \$604,128 (2021 - \$606,800). The population of the municipality is based off the "Municipal Affairs Population List", provided by the Government of Alberta. The population of the 57 municipalities total 177,471 individuals (2021 - 175,815), with a minimum population of 44 individuals (2021 - 38) and a maximum population of 19,578 individuals (2021 - 20,495).

Total other revenue received from related parties in 2022 totaled \$65,875 (2021 - \$40,373). This was recorded under reimbursement revenue on the Statement of Operations.

Amounts paid to the related parties by the Library System consist of the transfer payments, further described in Note 6.

Amounts owed from related party transactions included in accounts receivable as at December 31, 2022 total \$5,139 (2021 - \$18,365).

The Library System did not owe any amounts to related parties in either the 2022 or 2021 fiscal years.

The deferred contributions allocation described in Note 7 and the other deferred contributions amount described in Note 8 relate to funds that have been received or allocated for the member entities which no corresponding expenses have been incurred yet.

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

## NORTHERN LIGHTS LIBRARY SYSTEM

### Notes to Financial Statements

Year Ended December 31, 2022

---

#### 11. FINANCIAL INSTRUMENTS

The Library System is exposed to various risks through its financial instruments and has a comprehensive risk management framework to monitor, evaluate and manage these risks. The following analysis provides information about the Library System's risk exposure and concentration as of December 31, 2022.

##### ***(a) Credit risk***

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

##### ***(b) Liquidity risk***

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

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

##### ***(c) Interest rate risk***

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

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

---

## NORTHERN LIGHTS LIBRARY SYSTEM

### Notes to Financial Statements

Year Ended December 31, 2022

#### 12. RECONCILIATION OF OPERATING RESULTS TO BUDGET

The Library System compiles a budget on a modified accrual basis. The budget expensed all tangible capital asset purchases rather than including amortization expense. The reconciliation below adjusts excess of revenues over expenses to align with the Library System's budgeting process. It should not be used as a replacement for the Statement of Operations. The Library System budgeted for a \$NIL surplus (2021 - \$19,665 deficit).

	2022 Budget	2022 Actual	2021 Actual
Excess (deficiency) of revenues over expenses	\$ -	\$ (346,628)	\$ (219,820)
Add:			
Amortization of tangible capital assets	-	152,730	163,328
Deduct:			
Purchase of tangible capital assets	-	-	(4,721)
Amortization of deferred contributions - tangible capital assets	-	(42,685)	(42,686)
Deferred allotment carryover	-	(36,223)	(20,438)
Gain on disposal of tangible capital assets	-	(25,750)	-
	<u>\$ -</u>	<u>\$ (298,556)</u>	<u>\$ (124,337)</u>



**METRIX GROUP** LLP

CHARTERED PROFESSIONAL  
ACCOUNTANTS

# NORTHERN LIGHTS LIBRARY SYSTEM

## Audit Findings Report

For the year-ended December 31, 2022

February 24, 2023



The key contacts at Metrix in connection with this report are:

**Jeff Alliston, CPA, CA**

**Partner**

T: 780.489.9606 Ext. 125

E: Jalliston@metrixgroup.ca

**Craig Poeter, CPA**

**Manager**

T: 780.489.9606 Ext. 123

E: Cpoeter@metrixgroup.ca

This Audit Findings Report should not be used for any other purpose or by anyone other than the Library System or the Board. Metrix shall have no responsibility or liability for loss, damages, or claims, if any, to or by any third party as this Audit Findings Report has not been prepared for, and is not intended for, any third party or for any other purpose.

# Table of Contents

Executive Summary	2
Responsibilities	3
Materiality	5
Audit Results	6
Significant Findings	10
Adjustments	12
Appendix 1: Required Communications	14
Appendix 2: Management Representation Letter	15
Appendix 3: New and Revised Accounting Standards	19
Appendix 4: Asset Retirement Obligations Update	21

# Executive Summary

## Purpose of this report

We are pleased to provide you with our audit findings report for Northern Lights Library System (the “Library System”) for the year-ended December 31, 2022.

The purpose of this report is to:

1. Communicate clearly with the Executive Board members (“the Board”) what our responsibilities are in relation to the financial statement audit.
2. Provide an overview of the planned scope and timing of the audit.
3. Obtain from the Board information relevant to the audit.
4. Promote effective two-way communication between the Board and the auditor.

## Independence

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

## Finalizing the audit

As of February 24, 2023, we have substantially completed the audit of the Library System’s financial statements with the exception of:

- Completing our subsequent events procedures
- Obtaining the signed management representation letter
- Completing our required communication to the Board
- Obtaining evidence of the Board’s approval of the financial statements

We will update the Board on significant matters, if any, arising from the completion of the audit, including the completion of the procedures above.

## Changes from the audit plan

There have been no significant changes regarding our Audit Planning Report that was previously presented to you.

# Responsibilities

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

## Our responsibilities

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

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

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

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



## Responsibilities of management and those charged with governance

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

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

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

Clear, two-way communication between the auditor and those charged with governance is an integral part of every audit. After reviewing this report, please advise us whether there are additional areas of concerns to the Board that should be brought to our attention.

# Materiality

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

Misstatements, individually or the aggregate, are considered to be material if, in the light of surrounding circumstances, it is probable that the decision of a person who is relying on the financial statements, and who has reasonable knowledge of business and economic activities, would be changed or influenced by such misstatements or the aggregate of all misstatements. The materiality decision is based on our professional judgement taking into consideration quantitative and qualitative factors.

The auditors' determination of materiality is a matter of professional judgement and is affected by the auditors' perception of the financial information needs of users of the financial statements. In planning our audit, we have concluded that a materiality level of 4% of operating expenses (\$140,000) is appropriate. However, we anticipate that management will record any adjustments that we propose that are of a non-trivial nature.

# Audit Results

Area of focus	Audit risk, our response and findings
<b>Management override of controls</b>	<p><i>Risk</i></p> <ul style="list-style-type: none"> <li>Management is in a unique position to perpetuate financial statement fraud through the manipulation of accounting records. Under Canadian assurance standards, there is a presumed fraud risk related to management's ability to override internal controls. This risk is not rebuttable.</li> </ul> <p><i>Our response</i></p> <ul style="list-style-type: none"> <li>Using data analytics, we have identified journal entries that exhibit characteristics which may be indicative of possible control override. We have assessed the business rationale of the transactions taking into consideration estimates applied, application of accounting policies, evidence of potential management bias.</li> </ul> <p>No <b>significant findings</b> have been identified.</p>

Area of focus	Audit risk, our response and findings
<b>Cash and cash equivalents</b>	<p><i>Risk</i></p> <ul style="list-style-type: none"> <li>Due to the nature of cash, it is subject to a higher level of procedures due to the risk of fraud.</li> <li>Cash represents a significant balance of the Library System's assets.</li> </ul> <p><i>Our response</i></p> <ul style="list-style-type: none"> <li>We have confirmed directly with Alberta Treasury Branch the Library System's bank balances; as part of our procedures performed over bank reconciliations.</li> <li>We have assessed cash equivalent financial instruments for appropriate classification.</li> <li>We have tested significant reconciling items recorded in the bank reconciliation.</li> </ul> <p>No <b>significant findings</b> have been identified.</p>
<b>Tangible Capital Assets ("TCA")</b>	<p><i>Risk</i></p> <ul style="list-style-type: none"> <li>TCA has been purchased by the Library System and has not been appropriately accounted for.</li> <li>TCA valuation is complex due to risks of impairment and the use of management estimates.</li> <li>TCA represent a significant balance of the Library System's assets.</li> </ul> <p><i>Our response</i></p> <ul style="list-style-type: none"> <li>We have inquired with management regarding the existence of any impairment indicators identified in the year.</li> <li>We have reviewed and inspected repairs and maintenance expenses for the purposes of identifying any assets capital in nature.</li> <li>We have calculated amortization expense.</li> <li>We have tested significant additions and disposals recorded in the year.</li> </ul> <p>No <b>significant findings</b> have been identified.</p>

Area of focus	Audit risk, our response and findings
<b>Deferred contributions</b> (TCA, Allocation and other)	<p><i>Risk</i></p> <ul style="list-style-type: none"> <li>○ Compliance with funding agreement(s) and donation restrictions with respect to revenue recognition and performance obligations.</li> </ul> <p><i>Our response</i></p> <ul style="list-style-type: none"> <li>○ We have reviewed funding agreement(s) and donation letters to identify agreements/letters with performance obligations.</li> <li>○ We have tested the mathematical accuracy of the deferred contribution continuity schedule.</li> <li>○ We have matched expenses, and supporting documentation, to revenue recorded to assess if the performance obligations have been met.</li> </ul> <p>No <b>significant findings</b> have been identified.</p>
<b>Municipal levies</b>	<p><i>Risk</i></p> <ul style="list-style-type: none"> <li>○ Municipal levies are calculated incorrectly.</li> <li>○ Municipal levies represent a significant balance of the Library System's revenues.</li> </ul> <p><i>Our response</i></p> <ul style="list-style-type: none"> <li>○ We agreed the municipality populations to the Municipal Affairs population listing.</li> <li>○ We agreed the levy rate to the approved levy rate in the Executive Board meeting minutes.</li> <li>○ We re-calculated the municipality levy amount.</li> </ul> <p>No <b>significant findings</b> have been identified.</p>

Area of focus	Audit risk, our response and findings
<b>Library board levies</b>	<p><i>Risk</i></p> <ul style="list-style-type: none"> <li>○ Library board levies may be calculated incorrectly.</li> <li>○ Library board levies represent a significant balance of the Library System's revenues.</li> </ul> <p><i>Our response</i></p> <ul style="list-style-type: none"> <li>○ We agreed the municipality populations where the Library board is located to the Municipal Affairs population listing.</li> <li>○ We agreed the levy rate to the approved levy rate in the Executive Board meeting minutes.</li> <li>○ We re-calculated the library board levy amount.</li> </ul> <p>No <b>significant findings</b> have been identified.</p>
<b>Operating Expenses</b> (including salaries, wages and benefits)	<p><i>Risk</i></p> <ul style="list-style-type: none"> <li>○ Expenses have not been recorded in the correct fiscal year.</li> <li>○ Inherent fraud risk relating to expenses, including salaries, wages and benefits.</li> </ul> <p><i>Our response</i></p> <ul style="list-style-type: none"> <li>○ We have updated our understanding over the processes and controls for expenses.</li> <li>○ We have agreed significant expenses, along with a sample of non-significant expenses to supporting documentation.</li> <li>○ We have performed a search for unrecorded liabilities.</li> <li>○ We have performed substantive analytical procedures to assess the reasonableness of expenses, including salaries, wages and benefits.</li> </ul> <p>No <b>significant findings</b> have been identified.</p>

# Significant Findings

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

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

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

## Internal Controls

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

## Accounting Practices (including accounting policies, judgments, and estimates)

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

We are of the opinion that the significant accounting policies, estimates and judgements, and financial disclosures made by management do not materially misstate the financial statements taken as a whole. Please refer to Note 1 of the financial statements for significant accounting policies and estimates disclosed.

## Significant Difficulties Encountered During the Audit

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

## **Management Representation**

Management's representations are integral to the audit evidence we will gather. Prior to the release of our report, we will require management's representations in writing to support the content of our report. Please refer to **Appendix 2** for the management representation letter.



# Adjustments

## Adjusted Differences

Increase (decrease) from opening balances			
Differences noted	Assets	Liabilities	Excess of revenue over expenses
16 audit adjustments were required to comply with reporting requirements under Canadian Public Sector Accounting Standards for Government Not-for-Profit Organizations (2021 – 16 adjustments of a similar nature were made).	\$ (215,491)	\$ (122,074)	\$ (94,867)
<b>Total Adjusted Differences (Income Effect)</b>			<b>\$ (94,867)</b>

## Uncorrected Misstatements

The total unrecorded misstatements noted during the audit amounted to a \$23,205 over-statement of the Library System's deficiency of revenue over expenses for the year ended December 31, 2022.

Description	Amount of over (under) misstatement			
	Assets	Liabilities	Deficiency of Revenue Over Expenses	Net Assets
To remove prior year source deductions recorded in the current year	\$ -	\$ -	\$ 1,478	\$ -
To record prior year expenses recorded in the current year	-	-	3,784	-
To record the difference in expected and actual salaries	(17,943)	-	17,943	(17,943)
<b>Total unrecorded misstatements</b>	<b>\$ (17,943)</b>	<b>\$ -</b>	<b>\$ 23,205</b>	<b>\$ (17,943)</b>

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

## Appendix 1: Required Communications

We have been engaged to audit the financial statement of the Library System for the year ending December 31, 2022.

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

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

- (a) Holding a financial interest, either directly or indirectly, in a client;
- (b) Holding a position, either directly or indirectly, that gives the right or responsibility to exert significant influence over the financial or accounting policies of a client.
- (c) Personal or business relationships of immediate family, close relatives, partners or retired partners, either directly or indirectly, with a client;
- (d) Economic dependence on a client; and
- (e) Provision of services in addition to the audit engagement.

We are not aware of any relationships between the Library System and ourselves that, in our professional judgement, may reasonably be thought to bear on our independence that have occurred from January 1, 2022 to February 24, 2023.

## Appendix 2: Management Representation Letter

[THIS PAGE IS INTENTIONALLY BLANK]

February 24, 2023

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

Attention: Jeff Alliston, CPA, CA

Dear Sir:

**Re: Management representation letter**

This representation letter is provided in connection with your audit of the financial statements of Northern Lights Library System for the year ended December 31, 2022, for the purpose of you expressing an opinion as to whether the financial statements are presented fairly, in all material respects, in accordance with Canadian public sector accounting standards for government not-for-profit organizations.

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

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

**Financial Statements**

We have fulfilled our responsibilities, as set out in the terms of the audit engagement dated January 28, 2023 for:

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

**Fraud and Non Compliance**

We have disclosed to you:

(continued)

- a. All of our knowledge in relation to actual, alleged or suspected fraud affecting the entity's financial statements involving:
  - i. Management;
  - ii. Employees who have significant roles in internal control; or
  - iii. Others where the fraud could have a material effect on the financial statements;
- b. All of our knowledge in relation to allegations of fraud or suspected fraud communicated by employees, former employees, analysts, regulators or others;
- c. All known instances of non-compliance or suspected non-compliance with laws and regulations, including all aspects of contractual agreements that should be considered when preparing the financial statements;
- d. All known, actual, or possible litigation and claims that should be considered when preparing the financial statements; and
- e. The results of our risk assessments regarding possible fraud or error in the financial statements.

### **Related Parties**

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

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

### **Estimates**

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

### **Subsequent Events**

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

### **Commitments and Contingencies**

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

### **Adjustments**

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

### **Misstatements**

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

*(continued)*

**Accounting policies**

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

**Contractual compliance**

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

**Direct liabilities**

We have recorded in the accounts all known liabilities of our Library System as at December 31, 2022 except for trivial amounts.

**Future plans**

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

**Liabilities and contingencies**

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

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

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

**Carrying value**

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

**Litigation**

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

**Contractual agreements**

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

**Unrecorded assets**

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

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

---

James MacDonald, Executive Director

---

February 24, 2023

Date signed

---

Terri Hampson, Operations and  
Finance Manager

---

February 24, 2023

Date signed

## Appendix 3: New and Revised Accounting Standards

Standard	Summary	Effective Date
<b>PS 1201 Financial Statement Presentation</b>	This section establishes general reporting principles and standards for the disclosure of information in government financial statements.	Fiscal years beginning on or after April 1, 2022. Earlier adoption is permitted.
<b>PS 2601 Foreign Currency Translation</b>	This section establishes standards on how to account for and report transactions that are denominated in a foreign currency in government financial statements.	Fiscal years beginning on or after April 1, 2022. Earlier adoption is permitted.
<b>PS 3041 Portfolio Investments</b>	This section establishes standards on how to account for and report portfolio investments in government financial statements.	Fiscal years beginning on or after April 1, 2022. Earlier adoption is permitted.
<b>PS 3450 Financial Instruments</b>	This section establishes standards on how to account for and report all types of financial instruments including derivatives.	Fiscal years beginning on or after April 1, 2022. Earlier adoption is permitted.
<b>PS 3280 Asset Retirement Obligations</b>	This section establishes standards on how to account for and report legal obligations associated with the retirement of certain tangible capital assets and solid waste landfill sites.	Fiscal years beginning on or after April 1, 2022. Earlier adoption is permitted.
<b>PS 3160 Public Private Partnerships</b>	This section will establish standards on how to account for public private partnership agreements, specifically recognition and measurement of infrastructure assets and the corresponding financial liability.	Fiscal years beginning on or after April 1, 2023. Early adoption is permitted.



Standard	Summary	Effective Date
<b>PS 3400 Revenue</b>	This section will be updated to provide additional guidance regarding the timing of revenue recognition along with additional disclosure requirements.	Fiscal years beginning on or after April 1, 2023. Early adoption is permitted.
<b>PSG-8 Purchased Intangibles</b>	This guideline explains the scope of intangible assets now allowed to be recognized in financial statements.	Fiscal years beginning on or after April 1, 2023. Early adoption is <i>encouraged</i> .

## Appendix 4: Asset Retirement Obligations Update

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

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

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

In preparation for the coming standard, we had recommended that public sector entities adopt the following steps.



We would have expected that most public sector entities will have completed or are nearing completion in identifying the various assets / properties / sites that may have an asset retirement obligation.

## What's Next? RECOGNIZE the Liability

Once an asset has been identified, you will need to determine what type of liability to recognize.

Under PS 3280, an asset retirement obligation should be recognized when **ALL** of the following criteria are met:

- There is a **legal obligation** to incur retirement costs in relation to a tangible capital asset;
- A **past transaction or event**<sup>1</sup> giving rise to the liability has occurred;
- It is expected that **future economic benefits** will be given up; and
- A reasonable estimate of the amount can be made.

In addition to the requirements under PS 3280, there is an existing accounting standard, *PS 3260 – Liabilities for contaminated sites*, that continues to remain in effect. Under PS 3260, a liability exists when **ALL** of the following criteria are met:

- An **environmental standard exists**;
- A **contamination exceeds** the environmental standard;
- The government is:
  - Directly responsible; or
  - Accepts responsibility;
- It is expected that future economic benefits will be given up; and
- A reasonable estimate can be made.

The type of liability to recognize (and the accounting standard to apply) can be assessed through three factors:

- Origin of the liability
- Nature of the responsibility
- Contamination

---

<sup>1</sup> If there is any uncertainty regarding the existence of an ARO, *PS 3300 – Contingent liabilities*, would provide additional guidance on how to account for the liability.

## Origin of the Liability

A liability under PS 3280 can be incurred from:

- The acquisition, construction or development of a tangible capital asset;
- Normal use of a tangible capital asset; or
- Changes in circumstance.

Obligations from acquisition, construction or development of a tangible capital assets are evident. There will be a clear requirement based on the nature of the underlying asset or an existing regulatory requirement.

### Examples:

- An X-Ray machine purchased also includes a prescribed manner in which to retire the machine. In such instance, an ARO would exist upon the acquisition of the X-Ray machine.
- A municipality may purchase a building that was constructed prior to the 1970s containing asbestos. Existing regulations dictate how asbestos is to be remediate. While the public sector entity may not have any plans to dispose of the building, an obligation to remediate exists and is incurred upon the acquisition of the building.

Normal use of a tangible capital asset may result in an ARO when placed into use or may be incrementally incurred with continued use. These types of obligations will be predictable, likely to occur and will be unavoidable as a result of operations.

### Examples:

- A landfill site will have an obligation to remediate upon closure. This obligation exists as soon as the landfill site is put into use.
- Similarly, a landfill site may have additional post-closure monitoring costs as a result of new types of waste that is accepted over the life of the landfill site.

Changes in circumstances during the life of a tangible capital asset may give rise to a past transaction or event.

### Examples:

- Change in regulation that prescribes how materials are to be handled / disposed of.

## Nature of Responsibility

The public sector entity has a clear duty or responsibility to another party. This may arise from:

- Agreements or contracts;
- Government legislation (its' own or another government); or
- A promise conveyed to a third party that imposes a reasonable expectation of performance under the doctrine of promissory estoppel.

Where an ARO is established by an agreement, contract, or legislation, the obligation to incur costs to retire the tangible capital asset is **legally enforceable** and compliance is mandatory. Breaches may be enforced by prosecution, fines, jail and similar penalties, order or loss of permit.

A promise to a third party may also create a legally enforceable obligation under the doctrine of promissory estoppel. In such circumstances, facts and circumstances need to be considered carefully in determining whether that promise has imposed a legal obligation upon the promisor under the doctrine of promissory estoppel.

## Contamination

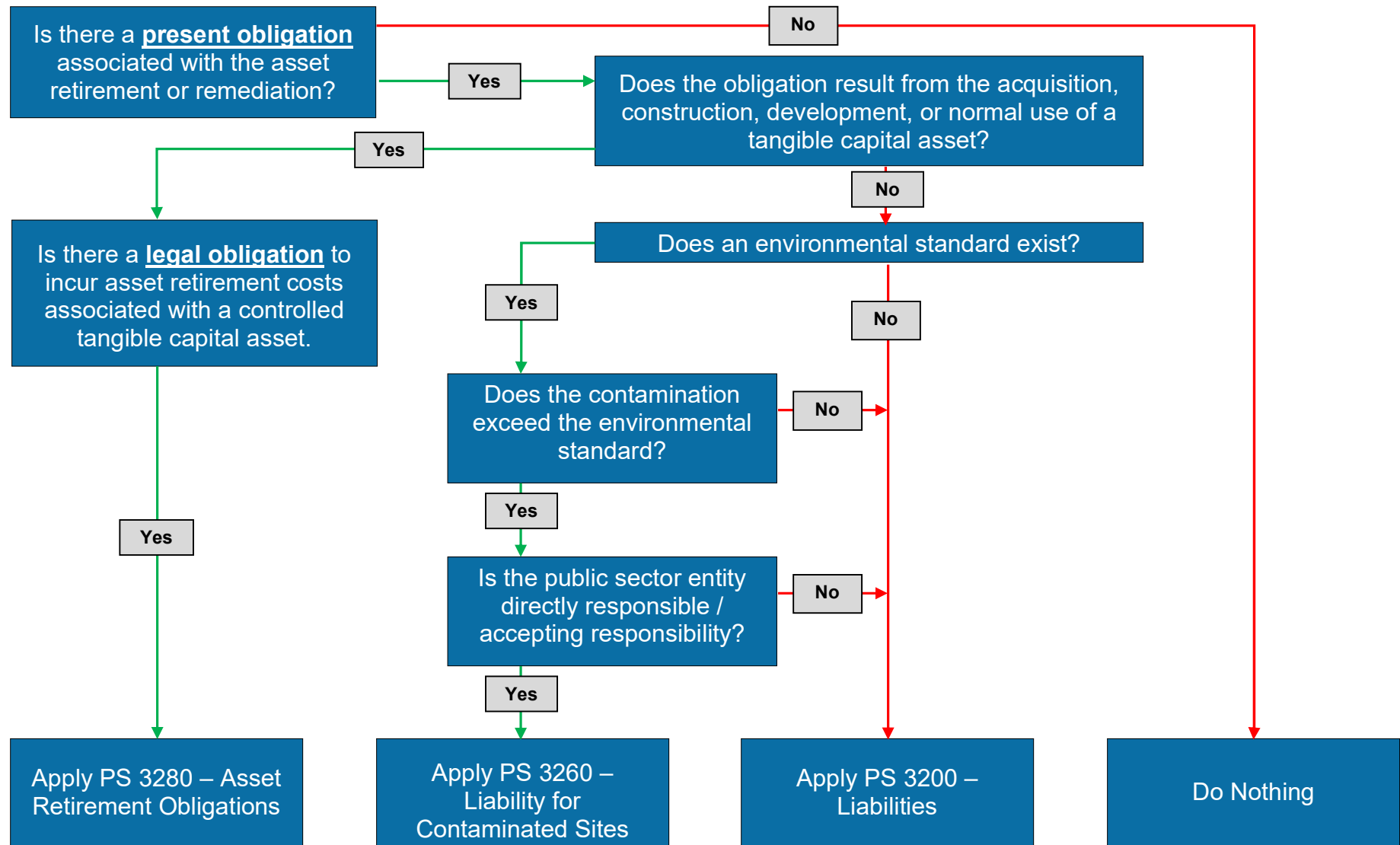
Under PS 3280, no contamination is necessary for an obligation to exist. An obligation may exist regardless of the existence of any environmental standard.

## Summary Table

	PS 3280 – ARO	PS 3260 – Contaminated Sites
<b>Origin of liability</b>	The liability may result from acquisition, construction, development or normal use of tangible capital assets or changes in circumstance.	<p>The liability is a result of a contamination, generally due to improper use of tangible capital assets or an unexpected event.</p> <p>Contaminated sites are typically a result of an <i>unexpected event</i>.</p>
<b>Nature of responsibility</b>	A <b><u>legal obligation</u></b> must exist.	<p>The public sector entity may have a liability result from:</p> <ul style="list-style-type: none"> <li>○ <b><u>Direct responsibility</u></b> (due to past activities or an existing legal obligation); or</li> <li>○ By <b><u>accepting responsibility</u></b> (commitment or past actions).</li> </ul> <p>Accepted responsibility <b>must result</b> in a reasonable expectation of performance under the doctrine of promissory estoppel.</p>
<b>Contamination</b>	A contamination is <b><u>NOT</u></b> required for the liability to exist.	There must be an <b><u>environmental standard</u></b> and there must be a contamination that <b><u>exceeds</u></b> the environmental standard.

We have included a decision tree for how to evaluate which standard to apply.

## Decision Tree



# 2023 Implementation Plan

February 2023 to February 2024

## Introduction:

An implementation plan outlines the goals and actions required to meet the strategic directions and priorities set by the Board. Whereas the Plan of Service stretches over a 3-year time frame this implementation plan identifies 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.

## Table of Contents

<b>INTRODUCTION:</b> .....	<b>1</b>
<b>ADMINISTRATION</b> .....	<b>2</b>
STRENGTHEN STAKEHOLDER RELATIONSHIPS THROUGH DIALOGUE, REPORTING, AND CONSULTATION .....	2
DEVELOP A MARKETING STRATEGY.....	2
<b>MEMBER LIBRARY SERVICES (MLS)</b> .....	<b>3</b>
INCREASE INDIGENOUS COMMUNITY PARTICIPATION IN THE SYSTEM .....	3
DATA AND LIBRARY ADVOCACY.....	4
ANNUAL TRAINING .....	4
IMPLEMENTING THE TECHNOLOGY SANDBOX .....	5
LIBRARY ACCESS ENHANCEMENTS .....	6
<b>OPERATIONS AND FINANCE (OPS)</b> .....	<b>6</b>
ANALYZE PROCESSING COSTS AND SERVICES.....	6
FOCUSED FINANCIAL STRATEGIES - OPERATIONS .....	7
<b>TECHNOLOGY SERVICES AND INFRASTRUCTURE (TSI)</b> .....	<b>7</b>
ENDPOINT ENHANCEMENT PLAN .....	7
NETWORK ENHANCEMENT PLAN (PHASE 3).....	8



## Administration

The administrative department consists of the Executive Director and Executive Assistant. The department is dedicated to the smooth operation of the system by, overseeing all aspects of the of the system, paying particular attention to communicating the value of our services, and building relationships with stakeholders.

### Strengthen stakeholder relationships through dialogue, reporting, and consultation

**Plan of Service Connection:** Communication, “advocate and communicate the value of libraries,” and “provide yearly reports to municipal and library boards,” “strengthen NLLS core services in assisting and referring library needs and requests.”

**Briefing Note:** The Board has indicated a move to visiting each council every other year. In 2023 the Executive Director (ED) and a member of the Executive Committee will present to 50% of councils but provide value statements digitally to all councils. The ED and a member of the Executive Committee will visit all library boards to discuss the unique challenges of each library and the growth and development of the system. Furthermore, the Leadership Team will make special effort to find opportunity to visit with local library managers.

**Lead Staff:** James MacDonald

#### Actions:

- ED visits with local library boards
- Annual Survey conducted with review and follow-up.
- Value statements created for each municipality and 50% of municipalities visited in person
- Weekly Reports
- ED to facilitate the Board’s development of the 2024-2026 Plan of Service
- ED to reach out more frequently to individual library managers

**Budget Considerations:** Visits require board honorarium for executive members, travel expenses for the ED and executive. These visits have been budgeted for 2023.

### Develop a marketing strategy

**Plan of Service Connection:** Communication, “provide marketing tools through a variety of streams.”

**Briefing Note:** The library system needs an appropriate style-guide to present a consistent look and feel to the system. Libraries need assistance with social media, marketing, and content creation. We’ll fine tune and present our strategy to meet the various marketing needs of the system and its members.

**Lead Staff:** James MacDonald

**Action:**

- Identify and synthesize our current marketing efforts
- Document what we do now and where the marketing gaps are
- Produce a reasonable plan and strategy to meet gaps

**Budget Considerations:** We have budgeted for engagement with professional marketing services in 2023.

### Member Library Services (MLS)

The Member Library Services department is the library consultation, training, and development arm of Northern Lights. This department holds the bulk of our professional librarians and our consulting services. MLS staff work hard to create meaningful relationships with those they serve and represent the system and its services to each of our communities. These folks know the communities they serve well and work hard to ensure their needs are being met.

### Increase Indigenous Community Participation in the System

**Plan of Service Connection:** Follow-up, “confirm and reinforce guidelines and expectation between all stakeholders”

**Briefing Note:** We will build connections with our Indigenous communities by meeting them in their communities. Through community led conversations we will find common ground and promote library services that are relevant and valuable to the communities. We’ll establish an Indigenous advisory council to meet regularly with the Executive. We will engage with local schools to help them understand the services already available to them and what could be available to their community through membership in the service. In 2023 we will make special efforts with the 4 Métis communities in our region.

**Actions:**

- Create a mandate for an Indigenous Advisory Committee
- Meet with all the schools and councils in the Métis communities
- Offer library registration to all school students
- Offer institutional memberships to all schools
- Attend and present at family literacy nights in Métis communities
  - Promote services
  - Promote Indigenous Advisory Committee
  - Strengthen relationships between Indigenous communities and the local libraries.

**Lead Staff:** Jessie Morris

**Budget Considerations:** OROS funding was allocated to these endeavors in our 2023 budget.

## Data and Library Advocacy

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

**Briefing Note:** In 2023 the MLS department will continue to capitalize on library data and statistics to help our members tell their own stories. They will continue to reduce administrative overhead at member libraries by consolidating library statistics in a central tool (PowerBi). They will facilitate and offer training on library advocacy and community engagement.

**Lead Staff:** Jessie Morris

### Actions:

- Continued development of PowerBI – consolidation of library data and statistics
- Support informed conversation and training around community engagement and advocacy.
  - Provide specific training to libraries on marketing, community engagement, and advocacy.

**Budget Considerations:** Power BI comes at a cost of about \$70/year per license. We have covered these costs for libraries in 2023. Future costs may fall to member libraries if budget cannot accommodate the service in 2024 and beyond. Training budget has been established for the year.

## Annual Training

**Plan of Service Connection:** Training “update system led training,” “Provide cost savings,” “provide system related training.”

**Briefing Note:** NLLS will provide high-calibre training and professional development opportunities to our member libraries, that maximize on financial investment, flexibility, and accessibility to all participants. Library managers and staff will have access to quality training, networking, and professional development opportunities, organized by Northern Lights Library System, in consultation with library managers. Managers and staff will have flexible options for accessing training, including online – live; online—recorded; in-person, centralized at HQ; as well as in-person, de-centralized at member libraries. Finally, managers and staff will have the opportunity to attend major conference events, annually, in order to network with other professionals, stakeholders, and industry experts.

**Lead Staff:** Jessie Morris

**Actions:**

- Quarterly Speaker Series – 2 Online, 2 In-person; 1 at NLLS, 1 at a member-library
  - These events will be ticketed and will include a post-presentation networking event.
  - These events will be recorded and made available for viewing on the NLLS Youtube Channel
- Annual Weekly Webinar Series – 8-10 curated seminar/webinars will be presented on relevant topics.
  - 4 will be presented online only, and 4 will be presented at HQ or member library locations.
  - All sessions will be recorded and made available for viewing online.
- NLLS will provide a delegate to Stronger Together, to participate in conference planning and execution in that shared conference which will connect our libraries with a greater sphere of regional library staff—and will reduce the workload.

**Budget Considerations:** Anticipate work to be done within current Conference/ training budget lines.

### Implementing the Technology Sandbox

**Plan of Service Connection:** Follow Up “open the global door and share new and emerging concepts”

**Briefing Note:** Northern Lights provides members libraries with access to technologies that would be high risk or inaccessible within their own budgets. We vet new technology for value and potential engagement in a library setting. Establishing lending and programming guidelines for easy implementation and testing.

**Lead Staff:** Jessie Morris

**Actions:**

- Continue to research new and upcoming STEAM kits
  - Purchase new kits and establish a framework for training and evaluation
- Promote current kits and accessible technologies
- Retire aging technology no longer in demand
- Establish 3D printing services for delivery by van run

**Budget Considerations:** Things purchased here come from our collections budget. We must be very careful about the types of kits we purchase. Consideration of a specific budget for kit development, separate from traditional collections, should be given in future years.

## Library Access Enhancements

**Plan of Service Connection:** Follow Up “open the global door and share new and emerging concepts”

**Briefing Note:** We will explore automation of library registrations, including self-registration, as well as CSV file importation for student information. Many of our libraries operate with few open hours but even when the library’s physical doors are closed many of our services are available 24/7. This impacts their ability to partner with local schools and other community partners. We will develop plans for increasing after-hours and remote library access and take practical steps to achieve greater access where available.

**Lead Staff:** Jessie Morris

**Actions:**

- Offer library registration to all school students
  - Automate generation of Polaris Memberships through CSV files
- Offer institutional memberships to all schools through member libraries
  - Partnering with our member libraries to increase information available to schools regarding what library services are available to them
- Support Member Library resources for family literacy activities

**Budget Considerations:** This may dip into our marketing and collections budget lines.

## Operations and Finance (Ops)

The Ops department ensures that the logistics of the system are taken care of. From the delivery of library materials to paying the bills to maintaining a functional building, Ops coordinates the day-to-day business of the system.

## Analyze Processing costs and services

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

**Briefing Note:** Book processing and mactak analysis to be completed with a review and implementation of new process upon consultation with all stakeholders.

**Lead Staff:** Terri Hampson

**Action:**

- Time tracker and cost analysis of current process
- Present options of potential change in the current process
- Ensure documentation of current processes is up to date and accessible to staff
- Consult with librarians and staff throughout the analysis

**Budget Considerations:** Staff time to devote to the analysis

#### Focused Financial Strategies - Operations

**Plan of Service Connection:** Follow-up, “confirm and reinforce guidelines and expectation between all stakeholders,”

**Briefing Note:** In our continued efforts to increase efficiency in our operations, and capitalize on the strengths of our employees, Northern Lights will shift its bookkeeping services to a third-party. This will improve our financial operations by removing rote tasks from skilled staff and allow them to focus energies on higher level tasks (sponsorships, grants, system development). Engaging with professional accounting services will smooth potential succession and reduce liabilities.

**Lead Staff:** Terri Hampson

#### **Actions:**

- Assess third-party bookkeeping services for potential partnerships
- Identify bookkeeping processes that can reasonably be moved to a third-party
- Manage the transition to a third-party
- Assess and refine bookkeeping processes after transition
- Train staff and board on new procedures.

**Budget Considerations:** Third-party accounting services were budgeted in our 2023-2026 budget projections.

#### Technology Services and Infrastructure (TSI)

The TSI department maintains the backbone of our digital services. One of the most compelling advantages of system membership is in stable network access, and technology support in all its aspects. We must adapt to changing technologies and ensure that we are staying abreast of changes in the field.

#### Endpoint Enhancement Plan

**Plan of Service Connection:** System Best Practices

**Briefing Note:** In 2023, NLLS plans to deploy Deep Freeze on all 425 of the endpoints (computers) on its network. We will start with the public computers. This move aims to ensure a uniform user experience for both employees and the public while enhancing

endpoint security and resolving current infrastructure problems. Installation of Deep Freeze on all (~425) endpoints across Member Libraries and Headquarters will lead to consistent experience across endpoints regarding user experience, endpoint build, and security. New computer images will improve internet performance and network speeds.

**Lead Staff:** Tim Kuelker

**Actions:**

- Pilot the service with select libraries
- Develop and provide training (likely a series of webinars) on deepfreeze to local libraries
- Deploy deepfreeze on all computers
- Develop standardized images for each computer
- Begin imaging of computers

**Budget Considerations:** This has significant budget implications. A proposal went to the board in November and was approved.

### Network Enhancement Plan (Phase 3)

**Plan of Service Connection:** System Best Practices

**Briefing Note:** Phase 3 of the Network Enhancement Plan will see NLLS upgrade the network switch devices at the majority of Member Libraries through the purchase of FortiSwitches. This will allow NLLS to provide better, quicker, and more accurate service to our members. Concurrently, secure network cabinets will be installed at Member Libraries that need them to further ensure the security of our equipment and network.

**Lead Staff:** Tim Kuelker

**Actions**

- Identify sites needing upgrade
- Purchase switches/cabinet
- Installation in conjunction with annual site visits

**Budget Considerations:** Total project is estimated to cost \$75,000 with \$5,000 in additional annual costs to maintain support contracts. Within current approved budget.

# LIBRARY MANAGER'S COUNCIL REPORT

NLLS Board Meeting – February 24, 2023

---

## LMC Executive

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

## Cool Library Happenings

At each meeting, we ask Library Managers to share something that is going on at their library. Here are some cool things that were shared.

- Intergenerational Pen Pal program with kids and seniors
- Food for Fines month
- Adjusting layout of their library
- Running a gardening program
- High Heels and Spurs program (teen empowerment)
- Puzzle competition
- Coffee Talks with seniors (partnership with Alberta Health)
- French book club
- Cookbook club, Spice of the Month club
- Chili and Nerf guns program
- "Check out to Win" - like Roll up the Rim at Tim Hortons
- Hosting a display called "We said yes to the dress" and displaying wedding dresses
- Recreation partnership – starting a "Library of Things" with recreational items

## LMC Meeting (February 22, 2023)

- 32 Library Managers, 6 NLLS Staff and Vicky (NLLS Board Chair) attended.
- We welcomed two new Library Managers. Nicole Labrie in Bonnyville and Kira Chalupa in Vegreville.
- James shared NLLS new protocol for answering the phones and help desk tickets. Library Managers and Staff are aware of what to expect and what the best way to reach NLLS when requiring help.
- NLLS staff shared some updates of what they are working on over the next year.
  - 5-phase plan for Power BI
  - Deep Freeze launch
  - School-housed Library review
  - Bibliographic services review
  - Floating strategy review
  - Testing databases
  - Onboarding new boards/communities
  - Polaris permissions



- The Member Library Services Team has been working on some training opportunities for Library Managers and Staff during 2023 in lieu of the annual conference. They have a well-rounded plan with a combination of in-person and remote as well as a combination of external and internal speakers.
- We asked for volunteers to join the NLLS Plan of Service committee.
  - Serving a community under 3000 - Tracy Woloshyniuk (Newbrook Public Library)
  - Serving a community over 3000 - Maureen Penn (Lac La Biche County Libraries)
  - School-housed Library - D'Arcy Evans (Myrnam Community Library)
- Congratulations to Tracy Woloshyniuk who was elected First Vice Chair and to D'Arcy Evans who was elected Secretary. Both positions are 2-year terms.
- Our next meeting is scheduled for Wednesday, May 25, 2023. This meeting will be in-person and will include a speaker in the afternoon. Following that, the next meetings will be Wednesday, September 27, 2023 and Wednesday, February 28, 2024, both via Zoom.

Respectfully Submitted  
Jodi Dahlgren, LMC Chair  
librarian@wainwrightlibrary.ab.ca



Alta Report to NLLS – NLLS February 2023

Jennifer Anheliger – Area 8 Director

I hope this report finds you and yours safe and healthy and that you have been able to enjoy your summer. We understand that your membership to ALTA is a commitment of resources and appreciate your continued support.

### **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 the board.

### **ALTA Membership fees:**

Membership fees are officially past due. A membership notice of fees has been sent out which include a link to pay directly through our website. Member fees are due now.

### **ALTA Webinar Series:**

Our webinar series is live for viewing. ALTA empowers trustees to become strong leaders in their library communities and strives to ensure that all library trustees have access to the information, resources, communication, and training they need to be effective and strong leaders within their library communities. We hope you enjoy our webinars as much as we have enjoyed creating them.

### **ALTA Coffee Chats:**

ALTA has an amazing network of members, and we want to provide opportunity for our members to engage with and mentor one another in an ever-changing landscape. Knowing people within the library community who have experience they are willing to share is an asset.

Please keep an eye on your email for your invitation to join us. An ALTA board member will be hosting an informal 45-minute virtual chat monthly. We will be limiting attendance, and space will be reserved on a first-come first-serve basis. We look forward to the opportunity to get to know our members better. Coffee Chats are available to current members only.



### **In person/Video Training**

January saw our first couple of in person training session. I had the privilege to visit with The Town of Whitecourt Library Board to run a session on What is ALTA along with facilitated session on building relationships. Remember this is an option available to all of our members.

REMINDER: ALTA Trustee Forum is a great tool that allows you to connect with trustees across the province.

[www.librarytrustees.ab.ca](http://www.librarytrustees.ab.ca)

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

Jennifer Anheliger  
[president@librarytrustees.ab.ca](mailto:president@librarytrustees.ab.ca)

# NLLS ANNUAL SURVEY

2022 FINDINGS



# INTRODUCTION

This is the first annual survey conducted of Northern Lights Library System's services. The primary target of the survey is library managers and staff at member libraries. The survey is also open to local board members. The goal of the survey is to better understand the needs of member libraries and how effective services provided by NLLS are meeting those needs. The survey was developed with feedback from member library managers, and the Board.

The survey was distributed in two ways: 1) by open link allowing participants to respond anonymously, and 2) by direct email to library managers. From October 24<sup>th</sup> to December 1<sup>st</sup> reminders were sent to library managers to participate in the survey. The message:

Good day library managers and directors,

Thank you for helping us develop this survey. As promised, I'm going to ask you to do it one more time. This survey should take 8-10 minutes.

Please complete the survey from this custom email in order to be entered into our survey incentive draw! Which is, a \$500 credit at CDW (<https://www.cdw.com/>) for your library. As you know this is the place to go for computers, printers, and all things tech.

We have created a separate link to share the survey with staff and board members, as well as for any comments you didn't feel comfortable sharing with your name attached. This link will be sent out via GroupsIO and can be shared as needed. All answers submitted through this second link will be anonymous.

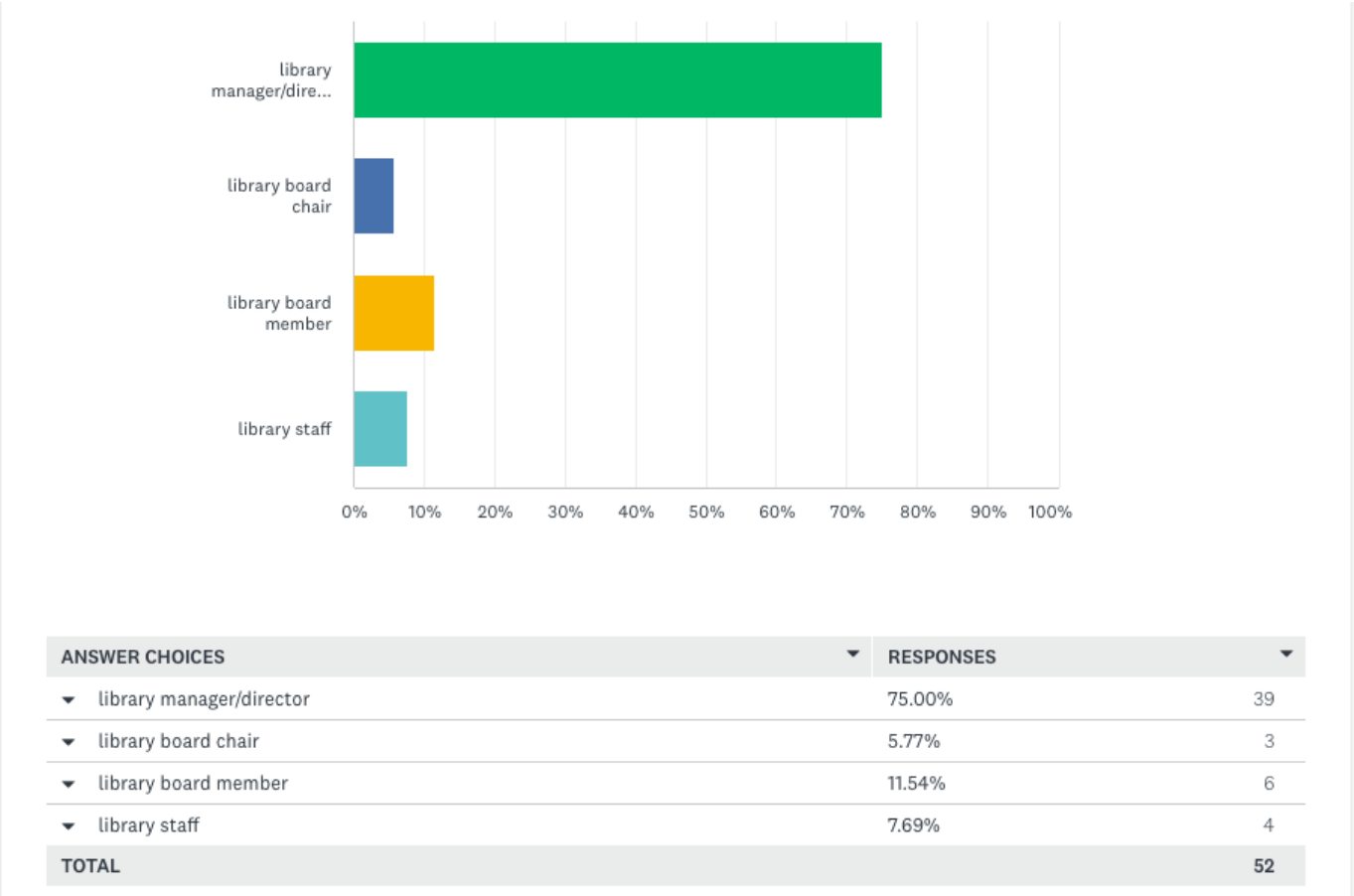
We want to hear from all our members.

~James

Thirty-two (32) library managers chose to participate through the email link, sharing their name with their response. In total thirty-nine (39) participants indicated they were library managers. It is not possible to know exactly how many library managers participated in the survey as some

may have chosen to fill out the survey with and without anonymity. As a result, the response rate of library managers to this survey ranges between 65 and 80 percent.

In total, the survey had 71 one participants. However, only 55 of these included complete responses. All responses were included in the analysis. However, for consistency in presenting statistical data numbers in this report are from the 55 complete responses only.



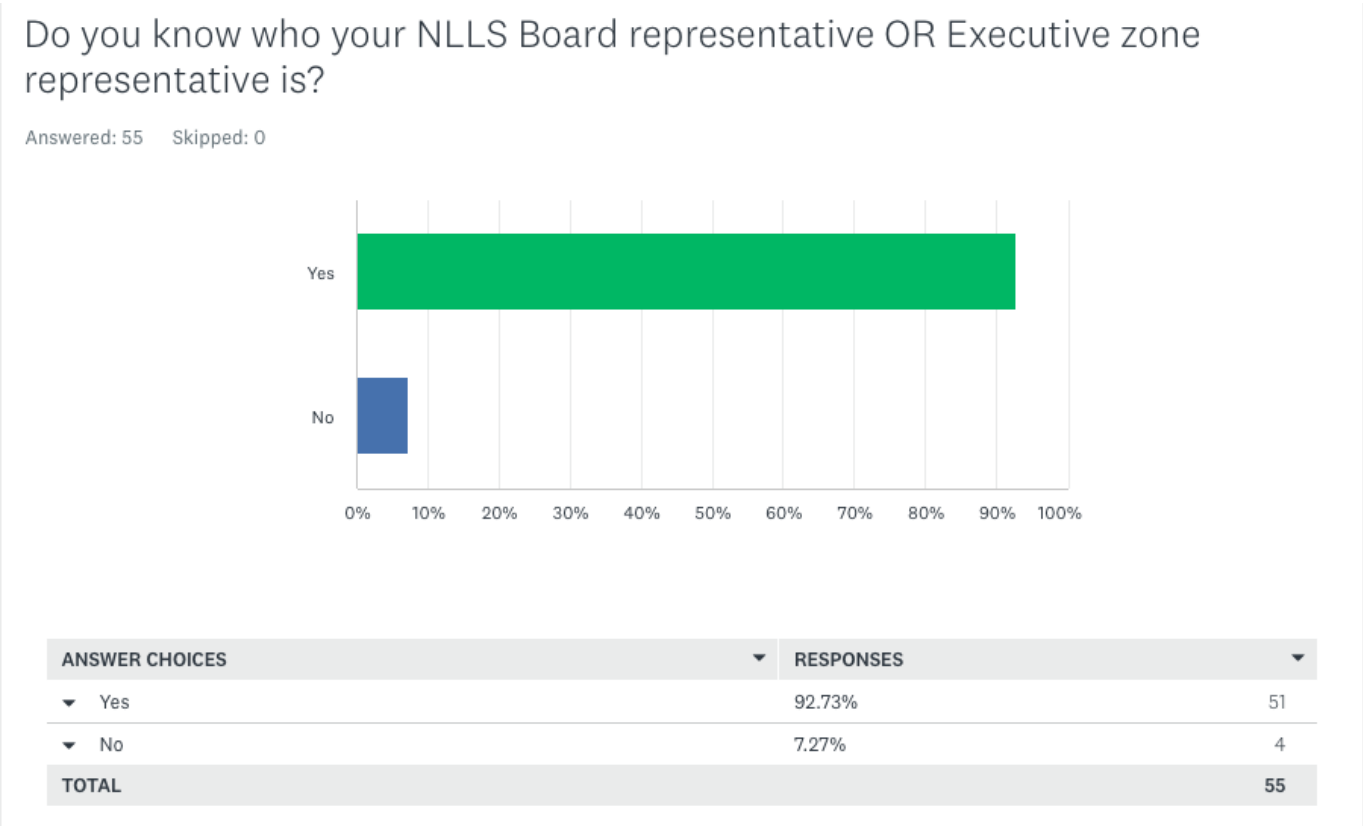
The response rate is reasonable. Northern Lights is regularly querying member libraries on specific services. It should be expected that there is some survey fatigue amongst library managers. Ideally, we'd have participation from every member library. In future years **consideration to shifting the primary audience of the survey from library managers to library boards should be given.** Sending the survey directly to board chairs to be completed

during a board meeting, with their library manager participating, might increase the value of responses and generate excellent discussion at the local level.

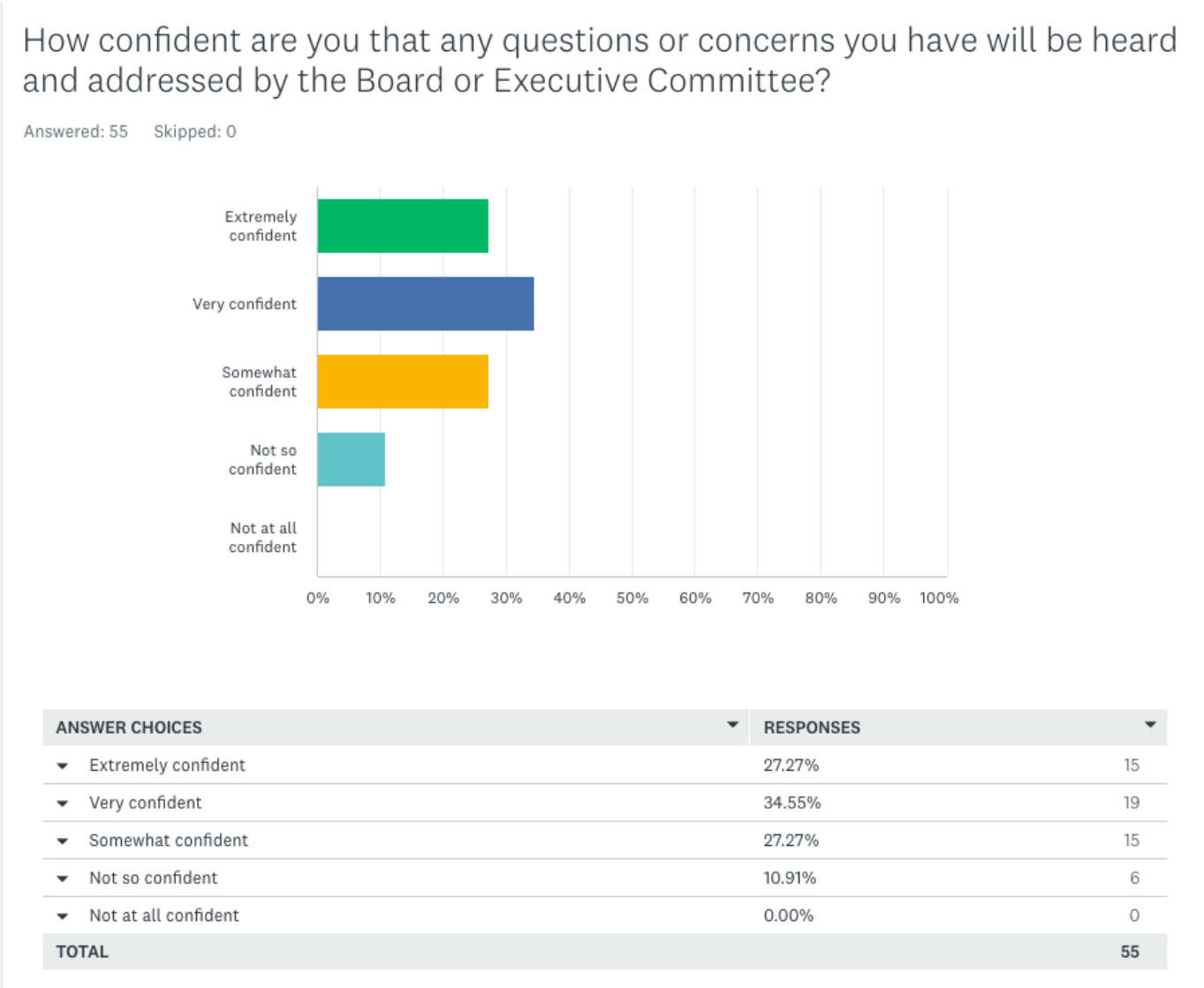
The survey was comprised of 5 sections: Governance, Administration, Operations, Member Library Services (MLS), and Technology Services and Infrastructure (TSI). These are the same 5 areas reflected in our strategic plans, budget, implementation plans, and our service catalogue. This report strives to balance a thorough analysis and transparency with the need to focus on crucial findings. Overall, we find that members are positive about the services provided by NLLS. Nonetheless, there are exciting opportunities for improvement in every area.

## GOVERNANCE

The Board had a 75% turnover 1 year ago. It should not be surprising that there would be some communication issues. It is encouraging that the feedback is generally positive, and that nearly all respondents know who their representative is.



However, 18 library managers (21 participants) are “somewhat” or “not confident” that the Board will hear and answer their concerns or questions. This is a clear indication that the Board has some work to do to invite greater participation and confidence from local libraries.



The primary link between our library managers and the Board is the Library Manager’s Council (LMC). We include the Chair of the LMC in Executive and Board Meetings as an official representative. The LMC Chair is invited to report to the Board regularly. Those reports are an excellent way of helping the Board understand the work of our libraries. We may consider ways



to better leverage this position to bring concerns from library managers to the Board table and communicate the work of the Board to member libraries. The LMC Chair might consider:

- seeking feedback from managers on their Board report before it goes to the Board.
- including a section in their report that highlights current questions or concerns from members.
- reporting back to Library Managers after each Executive and Board meeting to share their reflections on the meetings.

The Board should consider ways to encourage local board attendance at the General Board meetings. One participant suggested:

*...to NOT have Town Councilors be the default option for serving on the NLLS board. Recognizing that the levy to NLLS is a two-part payment from the library and municipality. I think there should be greater representation from the local library boards who have much more at stake than disengaged town councilors.*

While it is not within Northern Lights power to select local board members, we can encourage councils to follow best practices. Anecdotally, we've heard from library managers that NLLS representatives from council that also sit on the local library board can be very effective. A councilor with a passion for, or belief in the value of public library services that is appointed locally and at the system level, can open communication between all three levels of governance: local boards, the system board, and municipal council.

These findings also support the practice of Executive representatives and the Executive Director reporting directly to local library boards annually and an annual Local Board Chair's meeting. Further, moving our Executive meetings out to local libraries will increase the Board's availability to members. As we continue these practices, I expect the number of respondents reporting confidence in the Board will rise.

*There has been 100% improvement over the years. Continued communication is the key.*

This Board should be pleased with the work they have done this past year. There is clear opportunity for improvement, but the survey clearly shows a positive trajectory.

## Recommendations:

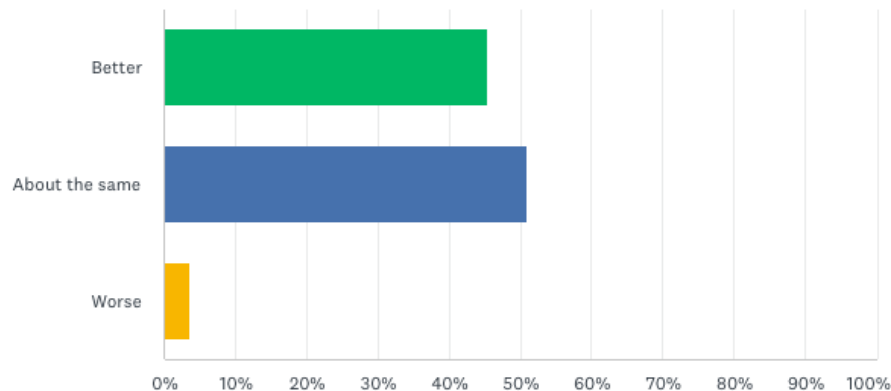
1. Strengthen the role of Chair of the Library Manager's Council.
2. Continue the recent practice of visiting local boards annually.
3. Continue the recently formed annual Local Board Chair's meeting.
4. Hold Executive meetings at member library facilities.
5. Develop clear recommendations and guidelines for municipal councils to consider when appointing NLLS representatives.

## ADMINISTRATION

Respondents are generally positive in this section as they are throughout the survey. The system's trajectory is positive. Forty-five percent (45%) of respondents believe that the overall performance of NLLS is better than the year before. And fifty-one percent (51%) believe we are doing about the same. Of course, if about the same is "terrible" this is not a great metric. In future surveys we'll broaden this question slightly to provide greater nuance.

## Compared to last year, how would you rate the overall performance of Northern Lights Library System?

Answered: 55 Skipped: 0



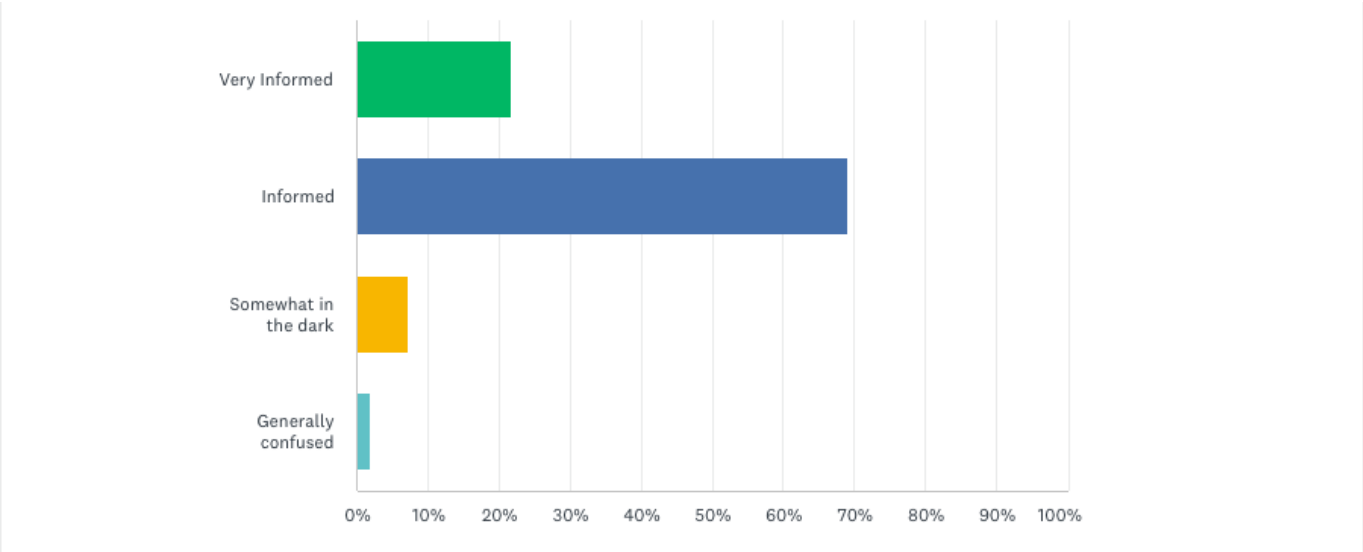
ANSWER CHOICES	RESPONSES
▼ Better	45.45% 25
▼ About the same	50.91% 28
▼ Worse	3.64% 2
TOTAL	55

The word “continue” appears often in the comments. This is encouraging. Our members are seeing NLLS efforts to increase communication and advocate on their behalf.

*Continue to... nurture relationships*  
*Continue to lobby the provincial government*  
*Continue to keep communication open*

Continued improvements in how, when, and what we communicate to our members is necessary. Efforts over the past years to improve communication through: weekly reports, the service catalogue,

value statements, digital tools, and site visits, is reflected in the strong positive response to the question, **“How informed do you feel about the services the system provides your library?”**



More than 90% of respondents feel they are “informed” or “very informed” about the services we provide. Furthermore, the final closed response question in this section is overwhelmingly positive. Respondents to this question could select all that apply.

ANSWER CHOICES	RESPONSES	
I feel comfortable contributing my thoughts and ideas toward the overall direction of NLLS	47.27%	26
I avoid reaching out to NLLS or making positive suggestions for change	5.45%	3
I believe that overall NLLS takes an interest in the challenges and needs of my library.	67.27%	37
I am confident in the leadership capabilities of the Executive Director.	58.18%	32
I am NOT confident in the leadership capabilities of the Executive Director	1.82%	1
Total Respondents: 55		

The open comments in this section are particularly enlightening. See Appendix 2 for all comments. There are several themes that arise from the comments, including an emphasis on greater and more customized support for small libraries, and the timeliness and consistency of NLLS responses to member queries.

*If you call with a concern, you are told to put in a ticket. We are the customer and its off putting to have to have our requests depersonalized to a ticket.*

We continue to take steps to improving the timeliness of NLLS response to member issues and tickets. We recently instituted a [protocol for answering the main phone](#) line and ensuring member concerns are logged and addressed as promptly as possible.

We have developed a protocol for managers to regularly check on the status of open tickets. We've created views in the ticket system that allow department managers easy access to a list of all open tickets for their department. A protocol for posting internal notes is under development and includes best practices for when contact is made outside the ticket system, checking on ticket progress, and for keeping members updated on their tickets.

We are taking steps to improve our ticket response time and ensure that nothing gets lost by working with staff to codify our procedures and communicate expectations to members. Developing a culture that encourages members to reach out when we are not living up to those expectations is a priority.

Our coming training plan for the year pays particular attention to the needs of our smaller libraries. Northern Lights should be seen as a service and not a burden. This can be a juggling act where local boards are not able to provide enough administrative hours to their staff. Running a small library is complicated and requires significant administrative time. Advocating for our library managers to receive adequate time to administer as well as run the library with local boards would be worth the effort. Small libraries with few hours and limited budgets benefit tremendously from participation in the system but the scale of services is difficult to right size to meet the needs of our largest as well as smallest municipalities.

# Recommendations

- 1. Establish a protocol for answering the NLLS main phone line and routing member queries.
- 2. Establish protocols to increase the timeliness of ticket responses.
- 3. Communicate best practices around administrative time for library managers to local boards where necessary.
- 4. Have the ED meet with a number of local library managers one-on-one throughout the year to better understand local needs and concerns.

# OPERATIONS

Unfortunately, we missed adding an open-ended text response in this section. This dilutes these results as participants were unable to help contextualize their answers. In future years we will need to add a text response. Nonetheless, the answers we received were largely positive and even surprising in this area. The big surprise was the response to turnaround time for materials ordering. Anecdotally, concerns about the time it takes from order to delivery abound. However, **only three (3)** respondents indicated that “It takes way too long to receive the items I’ve ordered.” While **forty-one (41)** respondents agreed that “I am generally satisfied with the turnaround time for items I order.” This may indicate that changes in processing over the past several years have worked to alleviate problems that once existed. Maintaining satisfaction with the turnaround time of book orders and the quality of the processing is a top priority as we seek to continue to reduce outside purchases.

ANSWER CHOICES	RESPONSES	
I OFTEN find errors in the items cataloged for my library	11.11%	6
I RARELY find errors in the items cataloged for my library	55.56%	30
I am generally satisfied with turn around time for items I order	75.93%	41
It takes way to long to receive the items I've ordered	5.56%	3
Total Respondents: 54		

NLLS staff in the Operations department should be proud of the work they do. Our members see and appreciate their efforts. The answers to the final question in this area provide four (4) affirming statements and three (3) improvement statements. Respondents could select all statements that apply.

ANSWER CHOICES ▼	RESPONSES ▼	
▼ I feel comfortable reaching out to NLLS about delivery, cataloging or processing problems or questions.	75.47%	40
▼ I avoid reaching out to NLLS when I notice errors or problems	1.89%	1
▼ I believe that NLLS takes an interest in the challenges and needs of my library.	71.70%	38
▼ I feel that many of the standards are arbitrary or unnecessary red tape.	3.77%	2
▼ I feel that the standards for processing and delivery manage the many competing needs of libraries well	47.17%	25
▼ I am confident in the leadership capabilities of the Manager of Operations and Delivery Services.	52.83%	28
▼ I am NOT confident in the leadership capabilities of the Manager of Operations and Delivery Services.	3.77%	2
Total Respondents: 53		

Better communication with libraries throughout the order, processing, and delivery workflow will help us maintain appreciation of our services. It is important to note that libraries increased their order expenditures by eight percent (8%) this year. This positive response is impressive in the face of increasing volume. One reason leading to the maintenance of positive turnaround times may be attributed to the increase in the price point for applying Mactac to books (a time intensive process). We are currently reviewing our order to delivery processes with all staff. We will continue that effort.

## Recommendations

1. Review and document current processing practices to ensure we can meet the demands of an increasing volume of orders

## MEMBER LIBRARY SERVICES (MLS)

MLS has made great progress with enhancing the services provided by the system and the relationships built with member libraries. One thing that comes out in the feedback in this survey is that many (but not all) of our member libraries face one or two related challenges: they lack the administrative time to take advantage of all that we offer for training and support, or they

lack an understanding of what we do or can do for them. Nonetheless, most members feel “informed” or “very informed” about our services.

ANSWER CHOICES ▼	RESPONSES ▼	
▼ Communication is FREQUENTLY relevant to my needs and professional interests.	50.00%	27
▼ Communication is RARELY relevant to my needs and professional interests.	7.41%	4
▼ I have access to information related to NLLS services and offerings.	74.07%	40
▼ I have difficulty finding information and often don't know what is being offered.	11.11%	6
Total Respondents: 54		

For library managers and staff that have restricted budgets and time, the significant number of service offerings from NLLS can be overwhelming. We have several communication channels, and this can lead to confusion if library managers are not interacting with those channels regularly. Continued refinement of channels of communication will mitigate against this over time.

The relationship between MLS staff and member library staff is a top priority for this department. Further development and nurturing of these relationships will support the overall mission to deliver services and training that meets the needs of our libraries. To that end, MLS will continue to develop a clear understanding of the needs of member libraries through direct communication and site visits. Site visits will include a final report which will outline topics covered, training offered, and optional next steps that member libraries can initiate when they have capacity to do so.

ANSWER CHOICES ▼	RESPONSES ▼	
▼ When I request assistance I receive a relevant response from my consultant or someone else capable of helping me.	56.60%	30
▼ When I request assistance I don't receive a relevant response, or the response takes too long to be helpful to me.	13.21%	7
▼ I feel confident that when I ask for help I will get what I need.	64.15%	34
▼ I don't feel confident that I will get the help I need when I ask.	5.66%	3
Total Respondents: 53		



By and large, the MLS team is developing solid relationships of trust with our members. This can only be accomplished through an understanding of the needs of libraries and following through on promised help in a timely manner. The survey clearly shows that this is the experience of our members. However, about twelve to fifteen percent **(12-15%)** of respondents indicate some concerns communicating with their consultants. This is hardly surprising. Historically, the average turnover for professional consultants in the system is about 18 months. We've kept the current MLS team together for 2 years. It takes time to build positive relationships especially where previous relationships were strained. Participants could select all answers that apply to this question about member's experience with us:

ANSWER CHOICES ▼	RESPONSES ▼	
▼ I feel comfortable reaching out to my assigned consultant.	72.22%	39
▼ I avoid reaching out to my assigned consultant unless I absolutely need to.	11.11%	6
▼ I believe that MLS takes an interest in the challenges and needs of my library.	51.85%	28
▼ I feel that MLS hasn't taken the time to get to know me or my library... yet.	7.41%	4
▼ I am confident in the leadership capabilities of the Manager of MLS.	48.15%	26
▼ I am NOT confident in the leadership capabilities of the Manager of MLS.	7.41%	4
Total Respondents: 54		

As part of their annual professional development goals, the MLS team has adopted a "Philosophy of 100% Accountability." This means that in every situation they ask, "Have I done everything in my power to ensure \*this situation\* is successful?" This does not mean doing the work for others. Instead, it focuses on infrastructure, follow-up, follow-through, and acknowledgment of mistakes. Where mistakes are found, intentional reparation to preserve and strengthen relationships are made.

MLS will strive to provide greater transparency for the work that the department does. One-way we'll accomplish this is through the formal written reports after site-visits that can be shared with department managers, library managers, and local boards. We anticipate this will help all involved develop a better understanding of what we do, how we do it, and why we do it that way. Greater transparency will support change management across the system, along with better understanding between consultants and member library staff.

The comments in this section were informative for all areas of the system. See Appendix 3 for all comments. Several of the recommendations in other sections were partially inspired by the comments here. MLS is the face of the system to the frontline staff of our member libraries. Significant accolades need to be given to the work of our consultants as they juggle the sometimes-competing needs of 49 libraries in a range of unique contexts.

*I am grateful that MLS staff have begun seconding at libraries in our area to understand rural library service.*

*We have had the privilege of using the consulting services while we were transitioning to a new library manager. It made the process from hiring to training flawless.*

The degree of complexity of the work MLS engages with is significant. The bar to entry is a graduate degree in library studies, but to be effective in this environment requires years of experience both varied and specific. As consultants are immersed in what it takes to run a small rural library their ability to assist our members is strengthened. The comments and the responses to this survey reflect this complexity.

## Recommendations

1. Produce site-visit reports that can be shared with department managers, library managers, and boards.
2. Continue seconding library managers where appropriate.
3. Continue to refine communication channels accessed by member library staff.
4. Adopt a philosophy of 100% accountability.

## TECHNOLOGY SERVICES AND INFRASTRUCTURE (TSI)

The trajectory of TSI is very positive. As with MLS, we can better utilize the tools we have, especially the helpdesk. Faster response times and better follow-up are achievable. (TSI) aims to communicate clearly on technology changes, updates, and upgrades. Please indicate all statements that reflect your experience with us:

ANSWER CHOICES ▼	RESPONSES ▼
▼ Communication is FREQUENTLY timely and helps me understand what changes are being made and why.	78.18% 43
▼ Communication is RARELY helpful, too technical, or confusing.	3.64% 2
▼ I have access to helpful documentation and resources which allows me to make the most of the technology in my library.	63.64% 35
▼ I have difficulty finding information or documentation that clearly explains the technologies and software in my library.	9.09% 5
Total Respondents: 55	

This response shows that communication coming out of the TSI department is largely accessible and timely. Continued refinement of our communication channels (Teams, knowledgebase, website) will help reach those final few that struggle to find the help they need when they need it.

The answers to the next questions about member's experience with TSI are encouraging.

ANSWER CHOICES ▼	RESPONSES ▼
▼ I feel comfortable reaching out for technical help.	83.33% 45
▼ I avoid reaching out for technical help unless I absolutely need to.	9.26% 5
▼ I feel I know when it is appropriate to put in a ticket through ask@nlls.ab.ca OR when I should call someone.	55.56% 30
▼ I believe TSI understands the technical needs and abilities at our library and works at the level of our understanding.	57.41% 31
▼ I feel that TSI hasn't taken the time to get to know the technical issues at our library.	3.70% 2
▼ I am confident in the leadership capabilities of the Manager of TSI.	66.67% 36
▼ I am NOT confident in the leadership capabilities of the Manager of TSI.	0.00% 0
Total Respondents: 54	

Unfortunately, our question regarding the hardware, network, and software experience of staff and patrons was unbalanced. We offered respondents three (3) affirmative and one (1) improvement statement to choose from. Like our other questions, they could select all that apply. The spread of responses is relatively even. The number of respondents reporting an unstable or slow network connection, twenty **(20)**, is less than encouraging but confirms what we already knew.

ANSWER CHOICES	RESPONSES	
▼ The computing hardware in the library meets the needs of patrons and staff.	69.09%	38
▼ The internet connection in the library is reliable.	54.55%	30
▼ The internet connection is slow or unstable.	36.36%	20
▼ I feel confident about my ability to use the various software provided by NLLS	41.82%	23
Total Respondents: 55		

The open comments in conjunction with this response make it clear that bandwidth and network stability must remain a top priority for this department. Since the survey 30 of our libraries have seen significant bandwidth increases. We'll continue to monitor network speeds and work to identify other improvements that can be made.

The open-ended comments in this section strongly point to the need for faster response time to tickets. This is partially the nature of technical issues. When you need help, you need help now!

*I feel tech tickets need to be answered within the hour.*

With a small team of tech support and a very large number of members a balance between response time and capacity must be found. The survey recommendations already point to better helpdesk procedures to help with the timeliness of response. However, TSI needs to put technologies in place that will proactively forestall issues, provide consistent experience, and simplify complexity. The best way to increase response times to tickets is to reduce the number

of trouble tickets coming into the system. We do this by adopting technologies and structures that need less maintenance and by providing appropriate training on those technologies.

## Recommendations

1. Monitor recent improvements to bandwidth and pursue options for increasing network stability and performance (continue with the network enhancement plan).
2. Pursue endpoint standardization and simplify our complex computing environment.
3. Slow down the pace of improvements to allow member libraries to adjust to changes.
4. Work with the MLS team to provide appropriate training on new technologies.

## CONCLUSION

The survey itself had several problems despite consultation with member libraries and boards. There was no open-ended response to the Operations section, the final question in the TSI section did not include corollary improvement answers to affirmation answers. Some of the questions might have been better formulated for greater nuance in responses. Nonetheless, the value of the survey is significant. The survey suggests several improvements the system can make to better services. It is also largely affirming of the great work system staff are doing. The trajectory of Northern Lights is positive in all areas.

## Recommendations

1. Consideration of engaging professional survey design services should be given. The ability to compare responses year-of-year will greatly enhance the utility of the survey.
2. Consider changing the primary target audience of the survey to boards with managers and encourage boards to complete the survey together each year.

# APPENDIX 1: ALL OPEN RESPONSES TO GOVERNANCE

## How might the Board better address the needs of our libraries?

1. Continued Lobbying of the provincial government for continued and increased supports
2. More consulting support
3. Videos or recordings on skills such as HR, planning, communicating with your board, small library specific training.
4. There has been 100% improvement over the years. Continued communication is the key.
5. The chain of communication seems to be working well; haven't encountered glitches so far, so if any have occurred, they've been dealt with before trickling to my level.
6. I think they are doing a pretty good job
7. IT - faster response. Most libraries don't ask for assistance until they have tried everything so the longer NLLS takes, the longer our staff cannot work properly.
8. They are doing a good job.
9. Listen to members & what they would like from library
10. I feel that the Board is doing a great job in support our library so don't have any suggestions at this time.
11. I think you're doing well. Continue investigating resource sharing options that don't cost our libraries additional monies, include as much as possible with the funds that are appropriated.
12. Good to see that we now have the same member sitting on our board as the NLLS board. This has not happened for us previously and communication between the two boards suffered as a result.
13. Information regarding increases in the NLLS Levy would be appreciated before it actually is approved & why the increase is necessary. Ask the member libraries what programs and services are really important & what is not used effectively. We are not receiving increases from the government or municipalities so how long before we cannot afford to be open.

14. Applying for more need funding and passing onto the libraries, please. That is if able to apply to the government as a Library Board.
15. Unsure
16. By actually reaching out and talking with their libraries.
17. Lobbying the government for much needed additional funding.
18. I am not confident that NLLS trustees navigate the role of councillor versus NLLS board member properly. Given the historical pattern of NLLS board members not engaging properly with member libraries in the past (please note this has never been the case with Vermilion) it seems the best solution is to NOT have Town Councillors be the default option for serving on the NLLS board. Recognizing that the levy to NLLS is a two part payment from the library and municipality I think there should be greater representation from the local library boards who have much more at stake than disengaged town councillors. Although it is helpful to have a councillor on this board for advocacy purposes since it the municipality must also approve the levy purchase, I think we would be best served by having more "library people" in the room. I recognize that some jurisdictions have done this before, but the overwhelming practice seems to be for council to nominate a member instead who may or may not be on the local library board.
19. Contact the library directed and inquire.
20. Finding a way to speed up up the process of removing withdrawn items from Polaris's search (to reduce the amount of false positives when searching for books)
21. consistency, showing up to the meetings.
22. They should be on a local library Board or at the very least come to one local library board meeting quarterly so they can be knowledgeable about issues the libraries they represent have. Also, they should NOT be wearing their councillors' hat at the NLLS table.
23. How about board members reach out to their libraries?
24. Library Manager's should be able to directly address the board and executive with any concerns that they have.
25. none they are doing good
26. Our NLLS rep is very good at listening to our concerns and addressing them.

27. Let me know who is my board rep. Have the village assign a board rep. Have the rep contact me so we can have arrange a time before board meetings to address any concerns that I may be having.



## APPENDIX 2: ALL OPEN RESPONSES TO ADMINISTRATION

**Where should the System's administration focus its energy in the coming year? Or any other thoughts?**

1. Small libraries need better/more help. Not enough time or resources to figure out complicated programming or rarely used features of Windows, Polaris, Power BI, Simply Reports, etc.
2. How to do a membership campaign. How to promote eservices to non-library members.
3. The site visits are great. There is so much discussion when they are here, that when they get back to NLLS, nothing that was discussed was done in a timely manner or not done at all.
4. Continue to lobby the provincial government for funding. Get to know the new minister. Continue to work on fiscal responsibilities.
5. No suggestions at this time.
6. I think they are doing a pretty good job
7. None - you know the library needs better than I.
8. Keep on doing a great job.
9. Be pro active
10. Continue to keep communication open between library managers.
11. Keep doing what your doing. Providing services and assistance to our libraries. Having the consultants have more facetime with their libraries.
12. Library support. I sometimes feel like it takes a really long time to hear back from my tickets
13. The NLLS presentation to our Town Council was not received positively in 2021. In the first time in more than a decade we had a 50/50 vote split which needed the mayor to step in and vote in favour of the motion. This is shocking since we have historically received tremendous support for library issues at the municipal level. It was reported to me that Council was frustrated with how the numbers were presented. Our relationship

with regional government partners has also deteriorated in recent years because there is misunderstanding over where the NLLS levy money actually goes. I would prefer to see administration refine the presentation of numbers so that laymen can adequately see the cash flow and budget in a way that makes sense to them. If marketing consultants are needed to polish the pitch I think it would be worth the effort.

14. The reason I said worse are a few things have happened this year that have never happened before: 1) Appointment set up that was forgotten by NLLS. 2) Promises made via phone that were not honored by NLLS. I was told a help ticket should have been made. I had made a help ticket. The consultant called me to discuss it. She then promised to send items to help with our programming. The items never arrived after waiting three weeks. I contacted my consultant and I was told to make another "help" ticket. I felt that if a promise was made on the phone, that promise should have been honored without a "help" ticket. 3) Help tickets not returned in a timely fashion, once a tech item was forgotten. I ended up telephoning to get the needed attention after waiting for 4 hours to get my printer fixed. I was told he had forgot and he was sorry. (all tech items should be dealt with within the hour.) Mistakes happen but tech items should be priority. Also, does NLLS own a Tesla vehicle? There is a rumor circulating around that they do. Is this not a highly expensive vehicle? Perhaps NLLS needs to be more transparent on their spending as libraries pay ever increasing fees to NLLS.
15. I would like the focus to be on the little libraries that have small about of hours in a week . We already have our plate full with patrons, admin. It is frustrating when NLLS give us more thing we have to do. with little hours we have. where in previous years NLLS would help us little libraries out.
16. focus on helping small libraries with one staff member update their websites and social media accounts. Make more shareable content that is generic to all Alberta libraries, so it is quick and simple to share.
17. Meeting the needs of the libraries should be priority, providing service to the libraries. The worst thing to do is dangle services and then take them away.

18. I would like to see a more library focused approach where libraries are consulted in a timely manner for possible changes. There was a lot of things this past year where no notice or very little notice was given.
19. Looking at resources that can be bought in bulk and given to Libraries ie...Radon Detector Kits such as Marigold has.
20. Continue to nurture the relationships that have been developed and make new relationships with those that are beneficial to the partnership of the libraries and NLLS. Continue to listen to the member libraries and help them find solutions or give direction to find solutions to their issues.
21. IT and e-resources

## APPENDIX 3: ALL OPEN RESPONSES TO MLS

### **What have we missed regarding consulting services? How can we improve?**

1. Requests for help are forgotten or put on back burner. Knowledge of Polaris seems lacking. Needs to be more organized. Showed up half hour early for site visit and proceeded to leave rather than have school secretary contact me. I was coming in on my time off to meet because she had indicated this time would work best for her so I was not happy.
2. You are all do a great job. Site visit consults and what ideas come of it, do not get done in a timely manner. I guess I have to email everything that was discussed and send reminders.
3. We have had the privilege of using the consulting services while we were transitioning to a new library manager. It made the process from hiring to training flawless. In addition, the new library manager will feel much more comfortable in reaching out to the consultant when the need arises.
4. I cannot think of anything right now
5. N/A
6. Nothing
7. I appreciate your team and their efforts. Limitations on what we receive are more a condition of my efforts than theirs
8. They are out of touch with what really happens at the public library level. They have no idea the challenges we face or time we have available. We need them to reach out to us.
9. It would be nice to have more facetime with our consultant. I feel like by the time they get here we barely scratch the surface of what we want to achieve.
10. I do think that the consultants have a lot (too much) on their plates and therefore response time is longer than what I would like. But when my consultant does respond she is very helpful and knowledgeable.
11. I am grateful that MLS staff have begun seconding at libraries in our area to understand rural library service. Historically this department has been staffed by candidates from abroad or urban centers without any real experience in the day to day operations of the

one man show or limited service libraries that reside in the our region. This has always been frustrating because of a former disconnect between the top down ideas originating from NLLS bucking up against the reality of front line service. Hearing about seconding efforts in Tofield, Vegreville, etc. had me puzzled at first, but now I think it makes perfect sense to further understand the realities of library service in our area. The NLLS service plan calls for a distinct effort to match mentors and partners to strengthen growth. I wait for some concrete development in this area for managers but am happy to see NLLS made the effort to know our libraries and strengthen our connections through partnerships when a manager leaves their role and a vacancy arises.

12. I have answered this previously. There have been mistakes and oversights made and apologizes made.
13. This was hard because there are so many different ways I could answer. Most of the time they are awesome. But there are times they give us more than we can handle. The ideas are great . How you can improve? Thinking about the little libraries, in how NLLS can help with the work load. Trying to figure out, how to do thing that we don't do very often takes time out of operation hours. Which it would take NLLS 5 minutes to do and it would takes the little library 1/2 hour to figure it out. Because the little libraries don't have the hours to get things done on the hours they have. which I don't think we should volunteer our time. Please help us out.
14. Not sure if this comment should be here or in another section. I would like to see less new things thrown our way without a solid instruction/training in place beforehand. It would be nice to be able to confidently and efficiently use all the tools at our disposal without having to figure them out on our own.
15. Sometimes it feels like we are being told how things should be done according to the Manager of MLS rather than her asking what we need. With the exception of the Reading Programs planning committee, I am finding that the ball seems to be dropped on stuff lately. For example, they announce that a training session is going to be happening and then it gets canceled for whatever reason (sickness, emergency, etc.) but the training is never rescheduled. I also find it difficult to find information on some things. Is it on Teams, the Website, the ask knowledge base, groups.io, etc. It doesn't seem very

organized. The Reading Programs Committee is awesome in the plans that they have come up with, the organization of the material and the timeliness. This is a great addition to our libraries.

16. The help ticket resource has its advantages for NLLS, I really miss just being able to pick up the phone and talk to someone immediately about our issue. I feel that the decision to use this system exclusively is not user friendly or service based for member libraries...If you call with a concern you are told to put in a ticket. We are the customer and its off putting to have to have our requests depersonalized to a ticket. We operate in a service based field, we would never have our patrons be told....oh just send us a message.
17. I get very frustrated with the time it takes to get a question answered as well as rarely speaking to someone. It is difficult to explain the questions in an email at times. Often I just need a quick response and end up calling a member library to get the answer. To improve this perhaps we need one person who will always answer the phone who has the knowledge of general information on how polaris works. That person can then answer the question or at least tell us if that is something we need to go through our consultant with.

## APPENDIX 4: ALL OPEN RESPONSES TO TSI

### **What have we missed regarding Technology Services? How can we improve?**

1. Having the internet bandwidth increased will hopefully make a big difference. Certain times of day Polaris was so slow it would take about a minute to check in a book!
2. I have difficulties in the use of some recent software provided by NLLS. eg. Teams, Canva
3. Can not think of thing right now
4. Response to requests are sometimes very slow.
5. Nothing
6. More emphasis on our websites & a video of the basics we could always go back to for help. Sometimes our staff changes & we need help with training.
7. I know what our software is but could use a little more help in step by step instructions on how to go from user name and password to actually implementing the action that I want. (this might be more consultant based)
8. The internet isn't slow per se, but it does tend to be unreliable and not meet my needs so I will likely be moving to the town provided fiber internet in the future for eligible workstations and screens subject to consultation with TSI. I have seen no observable improvement in bandwidth and still get frequent complaints from patrons trying to host a zoom meeting on public wifi in our after hours space. I am happy to see the ambitious overhaul of TSI and projects meant to improve the efficiency of our system. Change is good. My only qualm so far has been that overall I think the tenant migration was a bit rushed by the contractor. The contractor had everything working for a while on our site but within a week we started having a few issues that I could no longer resolve. As a result I am not very confident in the reliability of our email services. The general mailbox in particular has had at least 4-5 separate helpdesk tickets over the past couple months. Some staff members needed to reset the mail profile on their accounts at least once a week because of the lack of stability. Recently Brandon identified that FortiEDR was causing an issue so hopefully we have the matter resolved, but it did take more than a

month to get some resolution. This is not the fault of Brandon, but likely that we had too much overlap between migration, FortiEDR, and other things going on all at once.

9. I'm looking forward to the bandwidth upgrade as our wi-fi has been increasingly slow the last couple of years.
10. At times my internet is slow. Ticket items need to be answered in a timely fashion. There are times, I have had no response and I needed to make the phone call. I feel tech tickets need to be answered within the hour.
11. Explanations are often provided. I need to be able to print the instructions, not just read them, so that I have the information necessary to locate whatever is being suggested when I'm in a new window.
12. The TSI are wonderful. very help full. Keep up the great work
13. I guess my previous comment can go here. Provide adequate training for new software BEFORE we have to use it.
14. I feel that this department could be faster at answering ask tickets. Many times, I am waiting a week to get a reply or an answer.





# Advocacy How-To Guide

## Alberta Provincial Election 2023



## Contents

PROVINCIAL ELECTION .....	3
OBJECTIVES .....	3
AUDIENCE.....	3
ADVOCACY APPROACH PRINCIPLES .....	4
KNOW YOUR MESSAGE .....	5
WHAT CAN YOU DO? .....	7
Meeting with MLAs and Candidates .....	7
Preparation is Key.....	7
Requesting and Scheduling a Meeting.....	8
Conducting a meeting.....	8
Following up .....	9
Informal Meetings or Encounters .....	9
Letter Writing.....	9
Media Interviews .....	9
Social Media .....	10
Asking Questions at Election Forums and Debates.....	10
Additional Resources.....	10
The Value of Libraries Messaging.....	11
Take Away Document.....	12
Web Content .....	12
MLA Contact Information .....	12



## PROVINCIAL ELECTION

The seven library systems in Alberta wish to raise awareness about library funding issues in advance of the spring Provincial election. While most funding comes directly from municipalities, Provincial library funding is critically important, and has not increased substantially since 2009. There was a \$0.10 per capita increase that came into effect in 2015.

Additionally, population figures have not been updated in recent years, meaning libraries are serving greater populations than for which they are being funded. This in addition to the current inflation crisis, means all libraries are struggling financially.

## OBJECTIVES

To create to raise awareness of the value of libraries to people in Alberta

To seek a commitment from Provincial candidates to support libraries through increased funding

## AUDIENCE

### Primary Targets

- All candidates running in the provincial election
- Current ministers and MLAs

### Primary Partners

Primary partners will play an active role in our provincial advocacy effort.



Partner	Role & Responsibilities
Library System Board Members	Make contact with candidates and current MLAs with meetings and letters.
Library Board Members	Meet with MLAs to request support.
Municipal Councils	Voice support for an increase in funding to Provincial Government
Library System Directors	Distribute materials to member libraries and boards, meet with Municipal CAOs, and provide support to board members and councils.

### Secondary Partners

- LAA & ALTA
- Out-of-System Node Libraries
- Large Urban Libraries
- TAL

### Secondary Targets

- Residents within the seven library systems
- Media

## ADVOCACY APPROACH PRINCIPLES

### Messaging

- Messages will focus on the value of libraries
- Messages will demonstrate how libraries can help meet various political goals as identified by each party (e.g. job creation, skills upgrading, economic development)

### Peer-to-Peer

- Library board members will contact candidates and elected officials
- Library administrators will support their board members and liaise with municipal administrators

### All Candidates

- All candidates will receive the same information

### Peak at the Right Time

- Timeliness is critical to making an impact



- Environmental scanning will be needed to monitor key opportunities for outreach
- Ramp up mid-way through the election campaign

### Seek public support

- People will be encouraged to ask candidates about their support for libraries

## AWARENESS CAMPAIGN TAGLINE AND LOGO

Libraries  
**VALUE  
BEYOND**  
words

**Libraries Value Beyond Words** is the tagline for the provincial awareness campaign about the value of libraries to people in Alberta.

This is a play on words, taken from the expression about something that is indescribable. Something that's "beyond words" is so amazing, so beautiful, so incredible that there are not sufficient words to describe it.

**Libraries Value Beyond Words** is not about the literal interpretation (i.e. text or books), but rather, the conceptual interpretation that libraries deliver so much value that there are not sufficient words to describe it.

Of course, the fact that libraries deal with words is the double meaning.

## KNOW YOUR MESSAGES

It is crucial to ensure government agencies continue to support and fund these valuable community institutions. To that end, it's important that all candidates in the election are aware of the value that libraries bring to the people of Alberta.



Sustainable funding is critical to ensuring public libraries continue to empower Albertans and strengthen communities. More than ever, libraries have a far-reaching impact on their users and communities. In areas such as:

- Early Literacy
- Diversity and Inclusion
- Social Integration
- Adult Learning
- Participation in the Digital Economy
- Support for immigrants
- Partnerships with Indigenous communities
- Access to Technology

Alberta libraries are busy. Despite misconceptions that libraries are becoming increasingly irrelevant in an era of the Internet, libraries have experienced continuous growth in circulation, programming, library visits, cardholders and community partnerships.

### **Tell Your Story**

Rather than presenting a long list of services, introduce your politicians to your library staff and mention how they contribute to making a difference in your community. Using anecdotes will likely resonate more with your candidate and leave a lasting impression. For example, Dee-Ann at the Strathmore Municipal Library started a sign language program that allowed her to communicate with those around her and helped the community become more inclusive to people with hearing disabilities.

### **Don't Endorse Candidates**

Do not endorse any candidates, regardless of their positions on libraries. This can be a huge risk if the candidate is not elected, or is not a part of the party that forms the government. Avoid getting political and remain focused on positive messaging regarding the value of libraries.



## WHAT CAN YOU DO?

### Meeting with MLAs and Candidates

Meeting with candidates and campaign staff before and during the election period is a great way to build a relationship and to educate on the positive impacts of libraries and issues confronting the sector. Candidates want to get to know the important stakeholders in their communities – that's you – and will appreciate your local perspective and the opportunity to learn more.

Engaging with local candidates and campaign staff will:

- Give you the chance to have more in-depth, targeted conversations with a local perspective.
- Evaluate candidates' understanding of the issues facing affecting libraries, and respond to any questions they may have.
- Create long-lasting connections with candidates, can help to create advocates for provincial support of libraries.

### *Preparation is Key*

Stay up-to-date on your candidates and their platforms. Gather information on their backgrounds and interests to establish a personal connection.

- Inquire about the candidates' knowledge of and vision for public libraries and your public library, in particular.
- Educate yourself on the government's previous commitments. The Alberta government has contributed nearly \$30 million in total provincial grants to Alberta's 222 municipal library boards and seven regional library systems.
- Library trustees on 229 library boards provide the strategic direction and play an important role in ensuring that our library meets its financial, legal and community obligations.



- Library staff are leaders in delivering quality services in the community.
- Talk about memberships and attendance for programs and events at your local library.
- Mention that your patrons can use their library cards in public libraries throughout the province and return their borrowed materials to any library.
- Mention that public libraries provide free computers and internet access to anyone who needs it.
- Get candidates involved by inviting them to take part in a program, such as an all-candidate meeting at the library or reading at Story Time.
- Remember to remain politically impartial.

### *Requesting and Scheduling a Meeting*

- Make yourself available to meet with the MLA or candidate for as long as they have time. Be as accommodating as possible.
- Candidates and MLAs receive lots of invitations. If you haven't heard back about your invitation within a few days or haven't been given a specific meeting date, you should follow up on it.
- Determine speaking responsibilities in advance if more than one team member will be participating in the meeting.
- Prepare a relevant, local story to illustrate your point.
- Leave a copy of the **takeaway document** for the MLA or candidate so they have something to refer to after you go. Offer to answer any questions, or meet again, at any time.

### *Conducting a meeting*

- Focus on your key messages and be concise.
- Be passionate and respectful.
- Make note of the candidate's/MLA's comments and questions. Follow up with additional information if appropriate.
- Be sure to leave time for questions.





### *Following up*

Send a thank you email to the MLA or candidate, along with any answers to questions they asked, and a digital copy of the takeaway document.

### *Informal Meetings or Encounters*

Although informal encounters are less frequent, there may be other ways for you to get in touch with your local candidates or MLAs. Be sure to capitalize on the opportunity to interact with and inform candidates about the services that libraries provide if you run into them at the library or a community event. Informal interactions are a great way to develop a good rapport with someone who could end up becoming your next Member of the Legislative Assembly.

## **Letter Writing**

If you are unable to arrange a meeting, you can write a letter instead, detailing the key messages and including the takeaway document. Be sure to ask about the individual's position on various library issues. This will give you a better idea of where candidates stand on matters that are important to libraries, and will be very helpful should the candidate be elected.

Email may be more convenient, but a handwritten letter can make a bigger impression on the candidate.

## **Media Interviews**

Gaining public support for libraries will be an important aspect of our advocacy efforts. Media interviews can be a great way to get exposure and reach the general public. You can initiate an interview with the local paper, or respond to a reporter's request.

Remember, you do not have to answer a request for an interview right away. You can ask the interviewer to tell you



what they are going to ask, and reach out to them after you have had some time to put together your answers.

## Social Media

Take the conversation online to help promote Alberta's libraries this election. You can use a tweet or a Facebook post to promote the value of libraries, show your support for them, or spread awareness of the problems facing libraries in Alberta.

Be sure social media posts focus on the value of libraries. Ask people to show their support for libraries by reposting/liking/retweeting your posts. This can be a great way to engage with people across the province.

## Asking Questions at Election Forums and Debates

Throughout the election, candidates will take part in several local engagements where voters may have the chance to ask them questions. Another possibility is that you'll run into a candidate by accident or at an event you've planned.

You and other library supporters should take advantage of these contacts, whether they take place in person or online, to learn more about the candidates' positions on the issues that concern libraries.

An example of how to word a question in a setting where it would be asked publicly:

The pandemic demonstrated how critical it is for individuals, students and families across Alberta to access online resources through public libraries.

How do you plan to support libraries in Alberta?

## Additional Resources



## The Value of Libraries Messaging

During each election, there are several common topics around which all the political parties build their platforms. We will link to these topics to demonstrate the value of libraries in delivering on important issues for Albertans.

### Economic Development

Businesses locate in communities with libraries. They value libraries as an essential quality-of-life amenity for their employees and families. Libraries support economic development by providing resources for people to start a business, upgrade skills, or learn about career options.

### Education

Libraries encourage literacy for people of all ages, help newcomers who have English as a second language and connect people and the world. Free internet access is a critical educational support for families and people living in poverty.

### Environment

Libraries help reduce waste and over-consumption by lending books, movies, materials and resources time and time again. This is the 'original' recycling program! Library circulation gets the longest life out of each material by enabling as many people to use it as possible.

### Health

Libraries bring people together, which is a significant factor in mental well-being. For example, moms and toddlers can enjoy story time, providing socialization and literacy support. Isolated seniors can play cards; teens can make friends during game night. The library is a safe, enjoyable community hub that supports mental health through social connection.

Libraries can also provide peer-reviewed, evidence-based resources on health matters, making access to reliable information easy for everyone.

### Credible Information

Librarians are available to help people find evidence-based resources. credible and reliable. In times of misinformation,



falsehoods and conjecture, Libraries can be a force for objectivity and truth.

### **Take Away Document**

A take away document has been created to leave behind after meetings with MLA's, Candidates, and anyone else that might benefit.

### **Web Content**

Web content has been created to go on each library system's website to provide information and resources.

Organic social media posts will link back to respective library system websites for more information.

### **MLA Contact Information**

Current MLAs:

<https://www.assembly.ab.ca/members/members-of-the-legislative-assembly>



# Libraries **VALUE BEYOND** words

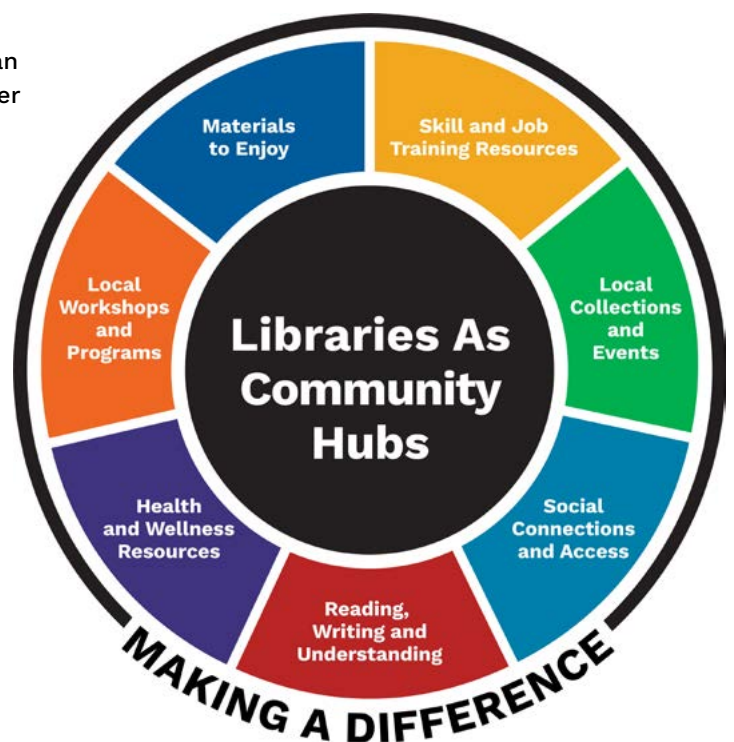


In a typical year, public libraries in Alberta are visited more than 20 million times, circulate more than 35 million items, and offer tens of thousands of programs for all ages. Public libraries are welcoming community hubs that connect, inform, and inspire people of all ages. Libraries help to build a stronger province by creating opportunities for all.

## **Libraries Deliver Value Beyond Words**

Libraries are one of the most effective and impactful uses of public funding. Strong libraries equal strong communities. Libraries help ensure that all Albertans have access to broad band internet, authoritative information, technology, tools, and services needed to help our province thrive. Equitable access to resources and materials provided by libraries 'levels the playing field,' and enables all Albertans to learn, grow and flourish.

**Libraries are the heart of rural communities across Alberta.**





# Libraries **VALUE BEYOND** words



## **Economic Development**

Businesses locate in communities with libraries. They value libraries as an essential quality-of-life amenity for their employees and families. Libraries support economic development by providing resources for people to start a business, upgrade skills, or learn about career options.



## **Education**

Libraries encourage literacy for people of all ages, help newcomers who have English as a second language and connect people and the world. Free internet access is a critical educational support for families and people living in poverty.



## **Credible Information**

Librarians are available to help people find evidence-based resources credible and reliable. In times of misinformation, falsehoods and conjecture, Libraries can be a force for objectivity and truth.



## **Health**

Libraries bring people together, which is a significant factor in mental well-being. For example, moms and toddlers can enjoy story time, providing socialization and literacy support. Isolated seniors can play cards; teens can make friends during game night. The library is a safe, enjoyable community hub that supports mental health through social connection.

Libraries can also provide peer-reviewed, evidence-based resources on health matters, making access to reliable information easy for everyone.



## **Environment**

Libraries help reduce waste and over-consumption by lending books, movies, materials and resources time and time again. This is the 'original' recycling program! Library circulation gets the longest life out of each material by enabling as many people to use it as possible.



Can we count on your support?

**Libraries**  
**VALUE**  
**BEYOND**  
**words**

# Questions About Library Support

February 2023

Below are questions to ask Members of the Legislative Assembly at the Rural Municipalities of Alberta [Spring Convention](#) (Mar. 20-22), or the Alberta Municipalities [President's Summit on the Future of Municipal Government](#) or [Spring Municipal Leaders' Caucus](#) (Mar. 29-30); there is no requirement to ask all three questions.

## 1. Per Capita Rate Unchanged

The rate of \$5.55 per capita for public libraries and \$4.70 per capita for systems has remained the same since 2017, despite rising costs such as staff wages, technology licences and more.

---

What process would you suggest for reviewing per capita grant rates provided to libraries?

---

## 2. Outdated Population Data Used

Population data being used today to calculate per capita grants is from 2016, despite significant increases in population, especially in communities like Beaumont & Leduc.

**NOTE:** This is an example only; please change to your own situation

Community	2016 Population	2022 Population	Increase
City of Beaumont	29,993	34,500	4,507 or about 15%
City of Leduc	17,396	20,888	3,492 or about 20%

---

Do you agree that using current population figures is a fundamental principle of per capita funding? How can we transition library grants to reflect current populations?

---

## 3. No Adjustment for Inflation

Inflation has risen steadily since the last time per capita grant rates were set. Incremental increases, year over year, at the rate of inflation would help libraries keep pace. According to the Bank of Canada, adjusting for inflation since 2017 would move the \$5.55 grant to \$6.50, while the \$4.70 grant would become \$5.38.

---

How can we incorporate annual adjustments for inflation into library grants?

---



## Library System - Survey

### System Board

	Name of System Board	Date Approved by Board
	Northern Lights Library System	2023-02-24

### Phone & Address

Phone and address for the library system's headquarters.

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

### Contact

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

	Name	Phone	Email
Respondent	James MacDonald	780-545-5072	jmacdonald@nlls.ab.ca

### Board Members

Please upload a list of current board members (i.e. current board members as of the time of filling in the report). The list must include contact information and board term expiry dates to indicate if they are serving a term of 1, 2 or 3 years. Also, indicate who the current chairperson is.

To upload a document:

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

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

	Board Members
	Board 2023.xlsx

## Northern Lights Library Board 2022

### Board and Executive Committee Meetings

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

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

(As per section 33 of the Libraries Act)

	Dates of meetings
Dates of board meetings	Feb 24, May 26, Aug 25, Nov 24, 2023
Dates of executive committee meetings	Feb 10, Feb 24, Apr 14, June 9, Aug 11, Oct 13, Dec 8, 2023

### System Membership

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

	Municipalities	Library boards	Service points
Participating	57	38	3

### Schools

Please report on the following for the reporting year.

	Member school authorities	School libraries obtaining services as members of the system	School libraries obtaining services under contract
	1	0	0

### System Book Deposits

	Book Deposits
	0

### Personnel

This is the beginning of the Annual Report.

### Paid

Please report all paid staff (including all full-time, part-time, regular, temporary, casual, student and custodial staff), regardless of the source of the salary.

All positions should be expressed in terms of number of staff and total number of hours worked in the reporting year. LibPAS will calculate full-time equivalents (FTE) in terms of a 35 hour work week, which is 1820 hours for the year. For example, one full-time, one part-time, and one temporary employee work a total of 3120 person hours in the year in the category "Library Technician". LibPAS will divide the 3120 hours by 1820, therefore the full-time equivalent for the 3 employees is: 3120 divided by 1820 = 1.7 FTE.

	Number of employees	Total hours (per year)	Total FTE
MLIS or equivalent	6	10,920.00	6.00
Other university degree	1	1,820.00	1.00
Library technician	2	3,640.00	2.00
Computer/network technician	3	5,460.00	3.00
Other tech/college diploma	1	1,820.00	1.00
Other	10	16,380.00	9.00

### Unpaid

Please report all unpaid individuals who did work at the library system for the reporting year (e.g. practicum students, work experience placements and volunteers)

	Total number of individuals	Total hours (per year)
	1	350

### Acquisitions and Technical Services

#### Physical Items

Report the number of physical items for each field below. Include items for school libraries, if applicable (even if they are suppressed in the system's catalogue). Do not include virtual items in this section.

	Items ordered	Items added
	21,603	26,263

#### Book/Materials Allotment

	Annual per capita allotment	Comments (please provide details about how the allotment is determined and used)
	\$2.15	See our book allotment policy: <a href="https://nlls.libanswers.com/policies/faq/208516">https://nlls.libanswers.com/policies/faq/208516</a>

### System Collections and Resources

Collections and materials that are housed at, and loaned from, the library system's headquarters.

#### Print Items

Include all books (in all categories) and periodicals in print format. Include both catalogued and uncatalogued print items.

	Print volumes	Periodicals (number of issues)	Total print
	6,736	19	6,755

#### Non-Print Items

A non-print item is a physical unit of material distinguished from other single units by a separate binding, encasement or other clear distinction. Provide a count of each physical unit for a non-print item by category.

	Audiobooks	Music	Video	Software	Kits	Objects	Other	Total non-print
	363	7	1,177	1	207	0	308	2,063

#### Virtual Items

Include holdings available in virtual resources or via services to which your system subscribes. Include resources acquired with funds contributed by member library boards for the purchase of virtual items (e.g. eBooks). Please do not include holdings for PressReader or Read Alberta EBooks Collection in your counts.

	eBooks	Periodicals (number of issues)	Audiobooks	Music	Video	Games	Databases	Other	Total virtual
	45,965	60,295	10,252	19,145	877		20	13	136,567

#### Totals

	Total physical collection	Total virtual collection	Total collections
	8,818	136,567	145,385

#### System Circulation

**Physical Circulation**

Circulation of physical items from the system's collection of blocks and/or kits to libraries for the reporting year. Do not include individual items sent to member libraries for checkout to patrons (those are considered interlibrary loans and recorded in a subsequent section). If any items (books, etc.) from the system's collection are checked out directly to a patron record those circulations in "other".

	Blocks	Kits	Other	Total physical circulation
	20	61		81

**Virtual Circulation**

Please upload a list of all virtual resources licensed by the library system (including those brokered by TAL) and the Public Library Services Branch (Pronunciator, PressReader, OverDrive Audiobooks and Magazines (formerly RBDigital), Read Alberta Ebooks Collection), along with a corresponding metric (e.g. number of circulations, uses or views - as appropriate for the resource).

**If member libraries are reporting circulation statistics for any system licensed e-resources, please do not include those circulations. This is to avoid double counting..**

To upload a document:

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

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

	Virtual Circulation

**System Cardholders**

Report the number of system cardholders as of December 31. This includes both resident and non-resident library cards of all types (including family cards) issued by the library system. If your library system does not issue cards, check "Not Applicable."

**Note:** If your library system offers family cards and provides only one card/one patron account per family (which is shared among all family members), multiply the number of family cards by 3.1. If all members of a family receive their own card and have their own patron record, do not multiply by 3.1

	Total System Cardholders
	n.a.

### ILL Delivery

Please count weekly measures during October or November to ensure consistency across the province. Only include library materials being loaned or returned.

### Van Run

	Delivery stops per month	Delivery stops per year	Mileage per week	Mileage per year	Delivery vehicles
	229	2,748	5,124	256,200	2

### Van Run - Volume

Number of items moved (sent and received) by system van run. Please count individual items for one week (actual count).

	Items per week	Items per year
	11,676	583,800

### Government Courier - Volume

Number of items moved (sent and received) by government courier. Please count individual items for one week (actual count).

	Items per week	Items per year
	5,712	285,600

### Mail - Volume

Number of items mailed from system headquarters. Please count individual items for one week (actual count).

	Items per week	Items per year
	10	500

### Other Delivery Methods

List other delivery methods paid for by the system, e.g. private courier.

	Other Delivery Methods

**Resource Sharing**

Interlibrary loan is the loan of a library item or items from the collection at system headquarters to another library, or the supply of a substitute for the requested item, e.g. a photocopy.

	Number of items borrowed	Number of items lent
Within system	8,437	3,759
Within Alberta (but outside of your system)	514	4,328
Outside of Alberta	0	195
Total	8,951	8,282

**Continuing Education****Training Events**

Member library board and staff training events, including conferences, workshops and other group training, held or coordinated by the library system.

	Total number of training events held	Total combined attendance
	45	400

**Municipal Councils**

Count the number of presentations made to member and non-member municipal councils.

	Visits to Municipal Councils
	50

**Consulting Services and Meetings**

### Consulting

Consulting services provided by public library consultants. Do not include network/IT consulting visits - they will be recorded in a subsequent section. Please use your discretion to determine what constitutes a consulting session and put the criteria that you used in the notes field.

	Libraries visited	Consulting visits (on-site)	Consulting sessions (remote)	Consulting session count method	Interactions directly with patrons
	49	60	1,062	Actual count	15

### Meetings

	Number of library manager meetings
	4

### Library Programs

	Programs sponsored in member libraries	Program attendance	Outreach events held or attended
	98	1,417	1

### Technology and Network Support

#### IT and Network Consulting

Please use your discretion to determine what constitutes an IT consulting session and put the criteria that you used in the notes field.

	Libraries visited	IT consulting visits (on-site)	IT consulting sessions (remote)	IT consulting session count method	Helpdesk tickets (resolved)
	47	58	1,250	Estimate (1 week x 50)	1,002

### Virtual Visits

	Total visits to system website	Total visits to system catalogue	Total virtual visits
	208,188		208,188



**Comments and Accomplishments**

Please summarize the major achievements for your library system during the reporting year, and/or provide additional information about your library system, or any aspect of library service in the province. **You may use either the free text box or upload a file.**

To upload a document:

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

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

	Free text	File upload
	1. Completed our organizational restructure. 2. Held our first in-person conference since pre-pandemic 3. Began the development of a centralized statistical reporting tool (using PowerBI) to gather and report on library statistics. This will greatly reduce staff overhead at member libraries in gathering and synthesizing library statistics. 4. Began a series of online webinars and training opportunities for member libraries. 5. Completed a needs assessment for makerspace/Steam technology and kits for delivery to member libraries. 6. Completed assessments of library delivery services and revamped delivery routes to reach the same number of drops with 2 vans instead of 3. 7. Consolidated our Microsoft Teams environment across the system, moving all libraries into a single tenant. 8. Moved our firewalls to the cloud and made significant improvements on network stability, bandwidth, and security. 9. Signed on the Village of Glendon and the S.V. of South Baptiste as new system members. 10. Undertook 3 secondments of librarians to member libraries to assist with the transition to new library	

	manager hires (Tofield, Bonnyville, Vegreville). 11. Developed a 4 year projected budget which received unanimous support from the Board.	
--	---	--

### AB Library Statistics

Survey Report - This tab contains the Alberta Public Library Survey. It is to be filled in with current information, up to and including the Board Governance - Board Members section. All municipal and intermunicipal library boards are required to complete this report.

Annual Report - This tab contains fields to capture statistical data for the reporting year for each library service point the board operates. If the board does not operate a service point, the Annual Report fields will not be visible. Urban library boards with multiple branches in the same city are excluded from this and can report aggregate data.

[Click to access the instructional webinar on Completing the Survey and Annual Report.](#)

### Annual Report

This is the Annual Report portion of the report. Please fill in the data for the reporting year (i.e. the previous calendar year) unless otherwise indicated.

### Approval

The Survey and Annual Report is filed by the library board pursuant to the Libraries Regulation. By approving, the board accepts the report, certifies its essential accuracy and transmits it to Alberta Municipal Affairs, Public Library Services Branch (PLSB), in accordance with the Libraries Regulation. Personal information contained in the report will not be disclosed except for use by Alberta Municipal Affairs.

The completed Survey and Annual Report must be approved by the library board via resolution *before* it is submitted to PLSB. PLSB reserves the right to request a copy of the meeting minutes to demonstrate board approval.

	Date report approved by library board
	2023-02-24

### Directory

This information is used in the Alberta Public Library Directory, which is produced by the Public Library Services Branch and is available at <https://www.alberta.ca/alberta-public-library-directory.aspx>.

	Name of library
	Myrnam Community Library

**Phone, Email, Website**

Report the current main phone number for the library, the general email address for reaching library staff and the URL for the library's website.

	Library phone	Library email	Website
	780-366-3801	devans@myrnamlibrary.ca	https://www.myrnamlibrary.ab.ca/

**Address**

Report the current address of the library.

	Address of library	P.O. Box	City/Town	Province	Postal Code
	5105 50 Street	160	Myrnam	AB	T0B 3K0

**Contacts**

Library Manager: Provide the name and email of the person charged with the management of the daily operations of the library.

Respondent: If a person other than the library manager prepares this report, please provide their name and email. The respondent might be a library staff person, a member of the board, or any person charged with filling in the data. This information is not included in the Directory.

	Name	Email
Library Manager	D'Arcy Evans	devans@myrnamlibrary.ab.ca
Respondent (if different than above)	Joanne Knysh	jknysh@nlls.ab.ca

**Library Hours**

Report the total number of hours the library was open to the public for the reporting year. If you are reporting for multiple libraries, please provide the total hours for all locations combined.

Do not include administrative days, where there may be staff in the library but no library users.

There are two possible calculations:

1. Actual count of hours open per year.

2. Estimate:

If the library hours were the same all year: 50 x total hours per week

If summer hours differed from regular hours: [(50 - # summer weeks) x total regular hours per week] + (# summer weeks x total summer hours per week)

	Total hours open during reporting year
	678

**Personnel**

Paid and unpaid staff that worked in the library during the reporting year.

### Staff

Report total number of employees and the total hours worked in the reporting year (paid leaves such as vacation or sick days can be included). You may need to get this figure from the individual or agency that does your staff payroll.

Include all paid staff (full- and part-time) who were employed by the library board during the reporting year whether they were paid directly by the board or paid through the municipality.

Do not count the number of positions, count the total number of individual persons that worked in the library during the reporting year. Each person should only be counted once. For those that have multiple credentials (i.e. both an MLIS and Library Technician diploma), please count them by the credential required by the position they are in. Do not include individuals who provided service through a contract, such as custodial staff or bookkeeping.

	Total # of employees	Total hours/year
MLIS or equivalent	0	0.00
Library technician	0	0.00
All other credentials (e.g. high school, diploma, other university degree)	2	702.00
Total	2	702.00

### Volunteers

Report the number of volunteers (i.e., those who worked without payment from any agency) that assisted with library activities, and the total number of volunteer hours for the reporting year. If a board member volunteered at the library to provide programming, fundraising, outreach or operations (e.g. shelving books), record those hours here.

Do not include volunteer hours contributed by board members on library business (e.g. board meetings, committee meetings, etc.). Record those hours in *Board Governance > Board volunteer hours*.

Do not include volunteer activities of Friends groups. Friends groups are separate organizations and have their own reporting mechanisms.

	Total # of volunteers	Total volunteer hours contributed
	0	0.00

### Collections

Report only items that have been acquired as part of the library collection. Count the total library collection, not just items added during the reporting year.

### Collection management

Report the number of print and non-print items acquired and withdrawn during the reporting year. Do not include e-content.

	Items acquired	Items withdrawn
Print items	1,009	463
Non-print items	8	3
Total	1,017	466

### Print and non-print items

Report the total number of print and non-print items in the library collection. Include both catalogued and uncatalogued items. Do not include electronic equipment for loan or e-content as they are captured in the following sections.

Print items: include physical books and issues of periodicals.

Non-print items: include physical items such as audiobooks (e.g. books on CD), music (e.g. CDs), videos/movies (e.g. DVDs), videogames (e.g. Xbox, PlayStation), kits (e.g. CD/book combinations) and objects (e.g. baking pans, tools, snowshoes).

	Total print items (including issues of periodicals)	Total non-print items	Total print and non-print items
	7,606	352	7,958

### Electronic equipment for loan

Report the number of electronic equipment items available for loan by patrons. These are items that are available for use inside or outside of the library. This may need to be a manual count if the items are not held in the ILS (e.g. Polaris/Workflows).

	Wireless hotspots	Mobile devices (e.g. laptops, chromebooks, e-readers, tablets)	Total electronic equipment
	n.a.	n.a.	0

### E-content

If your library board licenses any e-content resources such as e-books, e-audiobooks, online magazine subscriptions, movies, games or databases, include the items in this section.

Only count e-content licensed by your library board. Do not count e-content licensed and purchased by a library system (if applicable) or the Public Library Services Branch (PLSB), as those statistics are captured outside of this report. However, for library boards that are a member of a system and have contributed funding towards system level e-content purchasing (e.g. the system has licensed items paid with money contributed by your board), you may count the items purchased with your contributed funds in the reporting year. Please contact your system for this information.

For library boards that are not part of a library system, include any licenses brokered by The Alberta Library (TAL).

	E-books	E-audiobooks	All other e-content combined	Total e-content items
	n.a.	n.a.	n.a.	0

### Total collections

Total library collection.

	Total physical collection	Total e-content collection	Total library collection
	7,958	0	7,958

### Library board contributions

If your library board contributed money to your library system for licensing e-content (e.g. e-books, e-audiobooks or e-magazines) during the reporting year, please indicate the dollar amount contributed. This is above and beyond any annual allotment funds that may be required by the library system for purchasing.

	Library board contribution
	n.a.

### Circulation

This section captures how many items were circulated (physical and virtually) to library users during the reporting year.

### Circulation

Report number of circulations during the reporting year. Include all items that were signed out for use and item renewals.

For electronic equipment and/or objects (e.g. mobile devices, snowshoes): Report the number of circulations captured either through the ILS (e.g. Polaris/Workflows) or manually by staff if the items are not in the ILS.

For e-content (e.g. e-books and e-audio and all others): the numbers may only reflect a portion of total circulations, as it depends on how the e-content platform is configured. Please consult with your library system.

Do not include items that were sent to other libraries (those are captured in the *Interlibrary loan* section).

	Total print	Total non-print	Total electronic equipment	E-books	E-audiobooks	All other e-content combined	Total Circulation
	1,896	115	0	0	0	0	2,011

### Interlibrary loan

Interlibrary loan (ILL) is the loan of a library item (or items) from the collection of one library to another library in order to fill a request for a patron. This includes items that are sent to other libraries within your library system. Providing a substitute for the requested item (e.g. a photocopy) is also considered to be an interlibrary loan.

	ILL borrowed	ILL lent
Within Alberta (including within your library system)	859	540
Outside of Alberta	0	0
Total	859	540

**In library use**

Report the number of physical items used within the library during the reporting year, but not circulated.

There are two possible calculations for each:

1. Actual count of items used within the library for an annual total.
2. Typical week estimate: count the number of items used during one week and multiply by 50 to provide an estimated annual total.

A "typical week" is a time that is neither unusually busy nor unusually slow. Avoid holidays, vacation periods, days when unusual events are taking place in the community or in the library. Choose a week in which the library is open regular hours.

	Print and non-print items
	150

**Library Access**

This section will cover the ways that library users access the library and the range of services available to them.

**Cardholders**

Report the number of active cardholders during the reporting year.

An active cardholder is a user whose card was used at some point during the reporting year to access physical and/or virtual library resources and services. This includes virtual borrowing activity as well as authentication to access electronic resources. Cardholders can include people who are residents (i.e., people whose municipal taxes directly support the library board operating the library | fund the library) and non-residents. However, do not include ME Libraries users as that data is captured outside of this report.

	Total active cardholders
	193

**Visits**

Report the number of in-person and virtual visits (i.e. website visits) to the library during the reporting year.

There are two possible calculations for each:

1. Actual count of visits for an annual total.
2. Typical week estimate: count the number of visits and multiply by 50 to provide an estimated annual total.

A "typical week" is a time that is neither unusually busy nor unusually slow. Avoid holidays, vacation periods, days when unusual events are taking place in the community or in the library. Choose a week in which the library is open regular hours.

	In-person visits	Website visits
	250	690



**Information Services**

Report the number of information technology assistance and reference transactions during the reporting year. Information technology assistance transactions are reported separately from reference transactions.

A reference transaction is an in-person or virtual encounter in which library staff recommend, interpret, evaluate and/or use information resources to help a library user meet particular information needs. It includes readers advisory. It does NOT include directional or administrative questions, such as "Where is the washroom?" or "When does the library close?"

An informal technology assistance transaction is an occasion where library staff help or train a library user on technology in the library. It includes unscheduled individual instruction and assistance in things such as how to use email, demonstrating a URL or how to print a document. Do not include any pre-planned, coordinated events (i.e., library programs) where technology training is delivered. These are captured in Programs > Digital literacy programs.

There are two possible calculations for each:

1. Actual count of transactions for an annual total.
2. Typical week estimate: count the number of transactions during one week and multiply by 50 to provide an estimated annual total.

A "typical week" is a time that is neither unusually busy nor unusually slow. Avoid holidays, vacation periods, days when unusual events are taking place in the community or in the library. Choose a week in which the library is open regular hours.

	Total informal technology assistance transactions	Total reference transactions
	85	102

**Examination Services**

If examination services were provided at the library (e.g., proctoring/invigilating, or exam administration), please report the number of exams held at the library during the reporting year. If an individual sits for more than one exam at the library, count the number of exams taken, not the individual.

	Total number of exams
	2

**Meeting space**

Meeting space is defined as any area within the library that may be reserved by an individual or group for a use that is not part of the library's regular programming. The space may or may not be physically isolated (e.g., a separate room with a door); however, during the reserved time, the space is solely for the use of the party who made the reservation. The library may or may not charge a fee for use of the space but some form of reservation in advance (e.g., booking through library staff or software) is required.

Do not include regular walk-in use of library facilities.

	Meeting space bookings
	10

### Public Workstations

Public workstations are desktop computers owned by the library board available for public use. This can include computers in computer labs used for public instruction. Generally, public workstations are positioned in a static location in the library. Count public workstations with internet access separately from workstations without internet access. Workstations without internet access include those dedicated to games, word processing, children's literacy, etc.

Do not count laptops or other mobile devices made available for public use inside or outside the library. Instead, count those under *Collections > electronic equipment for loan*.

	Public workstations with internet access	Public workstations without internet access	Total public workstations
	3		3

### Public workstation and wi-fi sessions

Report the number of sessions conducted by users at any of the available public workstations or on the library's wireless connection, regardless of the length of the session. If a user logs on more than once, count each log-on separately.

Count public workstation sessions and public wi-fi sessions separately.

There are two possible calculations for each:

1. Actual count of sessions for an annual total.
2. Typical week estimate: count the number of sessions during one week and multiply by 50 to provide an estimated annual total.

A "typical week" is a time that is neither unusually busy nor unusually slow. Avoid holidays, vacation periods, days when unusual events are taking place in the community or in the library. Choose a week in which the library is open regular hours.

	Number of public workstation sessions	Number of wi-fi sessions
	156	6,384

### Facility

Provide Information on the building the library was housed in during the reporting year.

**Facility ownership**

Library facilities can be owned by a variety of agents. Most often, a building that houses a public library is owned by one of the following:

- Municipality
- School board (when a library is housed in a school)
- Library board
- Society or other charitable group
- Private business or company
- Private owner (individual)

Report what category the owner of the facility that houses the library falls under. If there was a change in facility owner during the reporting year, please report the current owner and note the change in the appropriate facility status field below.

	Facility ownership
	School board

**Facility size**

A service point is a physical location where users can directly access library materials and services. This includes mobile libraries (e.g. bookmobiles).

Report the total area in square metres of the library service point(s) being captured in this report for the reporting year. Include all areas used for library purposes, e.g. shelves, workroom, study area, computer labs. Do not include areas used solely for janitorial, custodial, and mechanical storage or service. Do not include auditoria, art gallery space, coffee shops, and commercial space.

In order to convert a measurement of square feet to square metres, multiply square footage by 0.09.

	Library Area (Sq. Meters)
	109.0

**Facility status**

These fields are to report on the status of the library facility(ies) during the reporting year.

	Yes or no	Please provide a brief explanation (if applicable)
Did the library move locations (temporarily or permanently) during the reporting year?	No	
Did a new service point open or an existing one permanently close during the reporting year?	No	
Did the library close for renovations at any point during the reporting year?	No	

**Programs**

**A library program (in-person or virtual) is a pre-planned, coordinated event that:**

- meets a community need;
- is hosted/presented by the public library;
- is set for a designated time and place;
- has a defined purpose;
- has library resources (staff time, money, etc.) dedicated to it - i.e. is budgeted for; and
- may involve a registration process and/or some promotion of the event.

Do not include programs that are delivered by external organizations in the library unless library staff are involved with the planning and development of the program as per above.

**For hybrid programs** (i.e. participants can choose to attend in-person or virtually) count the program in the category that best reflects how the program was being delivered and report the corresponding total number of participants (whether they attended virtually or in-person). For example, if the program presenter/facilitator delivered the program in-person, count it as an in-person program and include the total number of participants combined, whether they attended in-person or virtually.

**In-person programs**

Report the total number of in-person program sessions and participants for each age category. Do not include data for digital literacy or outreach programs as they are counted separately in the sections following.

Please note that a session is one instance of a program being offered. A program may consist of multiple sessions offered at different times. If a program consists of multiple sessions, ensure you are counting each session and not just the overall program.

**Participants should also be counted on a per session basis.** If an individual attends multiple sessions, even in a case where the sessions are connected (e.g. part of a series), they should be counted each time. For example: if a program was offered in 5 sessions, with 20 participants each time, you would count 100 participants.

For public libraries housed in schools, only count class visits if public library staff have planned a program to coincide with the visit.

	Total # of in-person sessions	Total # of participants
Children's	14	143
Young adult	4	28
Adult	0	0
Multigenerational	8	39
Total	26	210

**Digital literacy programs**

Report the total number of in-person sessions and participants for digital literacy programs (all age categories combined).

A **digital literacy program** is defined as any program where the primary purpose is for participants to build skills related to the use of various forms of technology (e.g. computers, mobile devices), accessing/creating/using information in a digital environment, or communicating via digital means.

Do not count any informal technology assistance or instruction, as this is counted as a type of reference transaction in the Information Services category.

	Total # of digital literacy sessions	Total # of participants
	n.a.	0

**Outreach programs**

Report the total number of in-person sessions and participants for outreach programs (all age categories combined).

An **outreach program** is a program run by library staff and/or library volunteers that does not take place within the library or on library grounds.

	Total # of outreach sessions	Total # of participants
	0	0

**Virtual programs**

Report the total number of virtual program sessions and participants (all age categories combined). A virtual program is defined as any program that is delivered remotely using technology (e.g. via telephone, video conferencing software, or other digital platforms). Virtual programs may be delivered in either a synchronous (e.g. delivered live via Zoom) or asynchronous (e.g. video hosted on YouTube) format and are counted together for the purpose of this report. Please see the definitions below to ensure virtual program sessions and participants are reported as accurately as possible.

**Synchronous virtual programs**

Synchronous virtual programs are those where participants access the program at a specified time and the delivery is controlled by the program presenter/host. Some or all of the content may be pre-recorded but the presenter/host is present at the time of delivery and may interact with participants in some way.

**Sessions:** Count the total number of synchronous virtual program sessions offered across all platforms.

**Participants:** For each session, count the highest number of participants at any point during the session (i.e. the peak number of participants).

**Asynchronous virtual programs**

Asynchronous virtual programs are those where participants access the program at any time without the presence of a program presenter/host. Depending on the platform, there may be some interactive elements but access to the content is controlled entirely by the participant.

**Sessions:** Count each video/module/program once. Only count videos/modules/programs that were accessible during the reporting year.

**Participants:** Count the total number of times the program was accessed (regardless of whether or not it was completed or accessed multiple times by the same individual). How access is captured will vary by platform. For example, for videos hosted on YouTube or similar, you should count the total number of views during the reporting period. For any programs that have been available across multiple reporting years (e.g. video available in 2021, 2022, and 2023), you may need to use analytics available in the platform (or do your own calculations) to ensure you only count the number of participants during the current reporting year.

	Total # of virtual sessions	Total # of participants
	n.a.	0

### Take-home programs

Report the total number of take-home program sessions and participants (all age categories combined).

A **take-home program** is defined as any program that is planned and designed by library staff but is completed independently by the participant(s) at home or off-site. Take-home programs require the distribution of library-compiled "kits" (name may vary by library, e.g., "take and make") which include, at a minimum, the instructions and materials necessary to complete the program. Other library kits (e.g., book club kits) do not count as take-home programs. Take-home programs should demonstrate all elements of a traditional library program—e.g., planned and designed by library staff, has library prepared materials (instructions, worksheets, resource lists, etc.), has a defined purpose/learning objective, is available for a defined period of time.

**Take-home program sessions:** count each instance of a take-home program being offered. If the same program is offered multiple times (e.g., once a month), count each instance as a session.

**Take-home program participants:** count only the number of program kits taken by patrons. Do not count the number of kits created or the number of registrations, if registration was required.

	Total # of take-home sessions	Total # of participants
	n.a.	0

### Total programs

Total sessions and participants in the reporting year for in-person, digital literacy, outreach, virtual and take-home programs combined.

	Total number of sessions	Total number of participants
	26	210

### Library Trends

Each year this question will change to capture current trends in Alberta's public libraries.

In the reporting year, **did your library offer curbside pickup to library users?** Select the answer from the choices below. If you wish to provide additional information please use the note field.

	Curbside pickup
	Yes, and it is still being offered

### Accomplishments & Comments

Summarize the major achievements of your library board for the reporting year and/or provide any comments your board has about public library service delivery.

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

	Accomplishments & comments
	The patrons at Myrnam Community Library are very active users of eresources.





### AB Library Statistics

Survey Report - This tab contains the Alberta Public Library Survey. It is to be filled in with current information, up to and including the Board Governance - Board Members section. All municipal and intermunicipal library boards are required to complete this report.

Annual Report - This tab contains fields to capture statistical data for the reporting year for each library service point the board operates. If the board does not operate a service point, the Annual Report fields will not be visible. Urban library boards with multiple branches in the same city are excluded from this and can report aggregate data.

[Click to access the instructional webinar on Completing the Survey and Annual Report.](#)

### Annual Report

This is the Annual Report portion of the report. Please fill in the data for the reporting year (i.e. the previous calendar year) unless otherwise indicated.

### Approval

The Survey and Annual Report is filed by the library board pursuant to the Libraries Regulation. By approving, the board accepts the report, certifies its essential accuracy and transmits it to Alberta Municipal Affairs, Public Library Services Branch (PLSB), in accordance with the Libraries Regulation. Personal information contained in the report will not be disclosed except for use by Alberta Municipal Affairs.

The completed Survey and Annual Report must be approved by the library board via resolution *before* it is submitted to PLSB. PLSB reserves the right to request a copy of the meeting minutes to demonstrate board approval.

	Date report approved by library board
	2023-02-24

### Directory

This information is used in the Alberta Public Library Directory, which is produced by the Public Library Services Branch and is available at <https://www.alberta.ca/alberta-public-library-directory.aspx>.

	Name of library
	Edmonton Garrison Community Library

### Phone, Email, Website

Report the current main phone number for the library, the general email address for reaching library staff and the URL for the library's website.

	Library phone	Library email	Website
	780-973-4011	mpole@garrisonlibrary.ca	garrisonlibrary.ab.ca

### Address

Report the current address of the library.

	Address of library	P.O. Box	City/Town	Province	Postal Code
	Corner of Mons Ave & Range Road 244 Bldg 161 Rm 32	462	Lancaster Park	Alberta	T0A 2H0

### Contacts

Library Manager: Provide the name and email of the person charged with the management of the daily operations of the library.

Respondent: If a person other than the library manager prepares this report, please provide their name and email. The respondent might be a library staff person, a member of the board, or any person charged with filling in the data. This information is not included in the Directory.

	Name	Email
Library Manager	Melanie Pole	mpole@garrisonlibrary.ab.ca
Respondent (if different than above)	Alliah Krahn	akrahn@nlls.ab.ca

### Library Hours

Report the total number of hours the library was open to the public for the reporting year. If you are reporting for multiple libraries, please provide the total hours for all locations combined.

Do not include administrative days, where there may be staff in the library but no library users.

There are two possible calculations:

1. Actual count of hours open per year.

2. Estimate:

If the library hours were the same all year: 50 x total hours per week

If summer hours differed from regular hours: [(50 - # summer weeks) x total regular hours per week] + (# summer weeks x total summer hours per week)

	Total hours open during reporting year
	1,173

### Personnel

Paid and unpaid staff that worked in the library during the reporting year.

### Staff

Report total number of employees and the total hours worked in the reporting year (paid leaves such as vacation or sick days can be included). You may need to get this figure from the individual or agency that does your staff payroll.

Include all paid staff (full- and part-time) who were employed by the library board during the reporting year whether they were paid directly by the board or paid through the municipality.

Do not count the number of positions, count the total number of individual persons that worked in the library during the reporting year. Each person should only be counted once. For those that have multiple credentials (i.e. both an MLIS and Library Technician diploma), please count them by the credential required by the position they are in. Do not include individuals who provided service through a contract, such as custodial staff or bookkeeping.

	Total # of employees	Total hours/year
MLIS or equivalent	1	375.00
Library technician	1	375.00
All other credentials (e.g. high school, diploma, other university degree)	1	1,500.00
Total	3	2,250.00

### Volunteers

Report the number of volunteers (i.e., those who worked without payment from any agency) that assisted with library activities, and the total number of volunteer hours for the reporting year. If a board member volunteered at the library to provide programming, fundraising, outreach or operations (e.g. shelving books), record those hours here.

Do not include volunteer hours contributed by board members on library business (e.g. board meetings, committee meetings, etc.). Record those hours in *Board Governance > Board volunteer hours*.

Do not include volunteer activities of Friends groups. Friends groups are separate organizations and have their own reporting mechanisms.

	Total # of volunteers	Total volunteer hours contributed
	3	150.00

### Collections

Report only items that have been acquired as part of the library collection. Count the total library collection, not just items added during the reporting year.

### Collection management

Report the number of print and non-print items acquired and withdrawn during the reporting year. Do not include e-content.

	Items acquired	Items withdrawn
Print items	647	381
Non-print items	85	50
Total	732	431

**Print and non-print items**

Report the total number of print and non-print items in the library collection. Include both catalogued and uncatalogued items. Do not include electronic equipment for loan or e-content as they are captured in the following sections.

Print items: include physical books and issues of periodicals.

Non-print items: include physical items such as audiobooks (e.g. books on CD), music (e.g. CDs), videos/movies (e.g. DVDs), videogames (e.g. Xbox, PlayStation), kits (e.g. CD/book combinations) and objects (e.g. baking pans, tools, snowshoes).

	Total print items (including issues of periodicals)	Total non-print items	Total print and non-print items
	11,474	1,956	13,430

**Electronic equipment for loan**

Report the number of electronic equipment items available for loan by patrons. These are items that are available for use inside or outside of the library. This may need to be a manual count if the items are not held in the ILS (e.g. Polaris/Workflows).

	Wireless hotspots	Mobile devices (e.g. laptops, chromebooks, e-readers, tablets)	Total electronic equipment
	0	0	0

**E-content**

If your library board licenses any e-content resources such as e-books, e-audiobooks, online magazine subscriptions, movies, games or databases, include the items in this section.

Only count e-content licensed by your library board. Do not count e-content licensed and purchased by a library system (if applicable) or the Public Library Services Branch (PLSB), as those statistics are captured outside of this report. However, for library boards that are a member of a system and have contributed funding towards system level e-content purchasing (e.g. the system has licensed items paid with money contributed by your board), you may count the items purchased with your contributed funds in the reporting year. Please contact your system for this information.

For library boards that are not part of a library system, include any licenses brokered by The Alberta Library (TAL).

	E-books	E-audiobooks	All other e-content combined	Total e-content items
	n.a.	n.a.	n.a.	0

**Total collections**

Total library collection.

	Total physical collection	Total e-content collection	Total library collection
	13,430	0	13,430

### Library board contributions

If your library board contributed money to your library system for licensing e-content (e.g. e-books, e-audiobooks or e-magazines) during the reporting year, please indicate the dollar amount contributed. This is above and beyond any annual allotment funds that may be required by the library system for purchasing.

	Library board contribution
	n.a.

### Circulation

This section captures how many items were circulated (physical and virtually) to library users during the reporting year.

### Circulation

Report number of circulations during the reporting year. Include all items that were signed out for use and item renewals.

For electronic equipment and/or objects (e.g. mobile devices, snowshoes): Report the number of circulations captured either through the ILS (e.g. Polaris/Workflows) or manually by staff if the items are not in the ILS.

For e-content (e.g. e-books and e-audio and all others): the numbers may only reflect a portion of total circulations, as it depends on how the e-content platform is configured. Please consult with your library system.

Do not include items that were sent to other libraries (those are captured in the *Interlibrary loan* section).

	Total print	Total non-print	Total electronic equipment	E-books	E-audiobooks	All other e-content combined	Total Circulation
	5,262	1,283	0	383	488	0	7,416

### Interlibrary loan

Interlibrary loan (ILL) is the loan of a library item (or items) from the collection of one library to another library in order to fill a request for a patron. This includes items that are sent to other libraries within your library system. Providing a substitute for the requested item (e.g. a photocopy) is also considered to be an interlibrary loan.

	ILL borrowed	ILL lent
Within Alberta (including within your library system)	1,349	2,851
Outside of Alberta	0	2
Total	1,349	2,853

**In library use**

Report the number of physical items used within the library during the reporting year, but not circulated.

There are two possible calculations for each:

1. Actual count of items used within the library for an annual total.
2. Typical week estimate: count the number of items used during one week and multiply by 50 to provide an estimated annual total.

A "typical week" is a time that is neither unusually busy nor unusually slow. Avoid holidays, vacation periods, days when unusual events are taking place in the community or in the library. Choose a week in which the library is open regular hours.

	Print and non-print items
	2,686

**Library Access**

This section will cover the ways that library users access the library and the range of services available to them.

**Cardholders**

Report the number of active cardholders during the reporting year.

An active cardholder is a user whose card was used at some point during the reporting year to access physical and/or virtual library resources and services. This includes virtual borrowing activity as well as authentication to access electronic resources. Cardholders can include people who are residents (i.e., people whose municipal taxes directly support the library board operating the library | fund the library) and non-residents. However, do not include ME Libraries users as that data is captured outside of this report.

	Total active cardholders
	197

**Visits**

Report the number of in-person and virtual visits (i.e. website visits) to the library during the reporting year.

There are two possible calculations for each:

1. Actual count of visits for an annual total.
2. Typical week estimate: count the number of visits and multiply by 50 to provide an estimated annual total.

A "typical week" is a time that is neither unusually busy nor unusually slow. Avoid holidays, vacation periods, days when unusual events are taking place in the community or in the library. Choose a week in which the library is open regular hours.

	In-person visits	Website visits
	6,375	1,874

### Information Services

Report the number of information technology assistance and reference transactions during the reporting year. Information technology assistance transactions are reported separately from reference transactions.

A reference transaction is an in-person or virtual encounter in which library staff recommend, interpret, evaluate and/or use information resources to help a library user meet particular information needs. It includes readers advisory. It does NOT include directional or administrative questions, such as "Where is the washroom?" or "When does the library close?"

An informal technology assistance transaction is an occasion where library staff help or train a library user on technology in the library. It includes unscheduled individual instruction and assistance in things such as how to use email, demonstrating a URL or how to print a document. Do not include any pre-planned, coordinated events (i.e., library programs) where technology training is delivered. These are captured in Programs > Digital literacy programs.

There are two possible calculations for each:

1. Actual count of transactions for an annual total.
2. Typical week estimate: count the number of transactions during one week and multiply by 50 to provide an estimated annual total.

A "typical week" is a time that is neither unusually busy nor unusually slow. Avoid holidays, vacation periods, days when unusual events are taking place in the community or in the library. Choose a week in which the library is open regular hours.

	Total informal technology assistance transactions	Total reference transactions
	0	0

### Examination Services

If examination services were provided at the library (e.g., proctoring/invigilating, or exam administration), please report the number of exams held at the library during the reporting year. If an individual sits for more than one exam at the library, count the number of exams taken, not the individual.

	Total number of exams
	26

### Meeting space

Meeting space is defined as any area within the library that may be reserved by an individual or group for a use that is not part of the library's regular programming. The space may or may not be physically isolated (e.g., a separate room with a door); however, during the reserved time, the space is solely for the use of the party who made the reservation. The library may or may not charge a fee for use of the space but some form of reservation in advance (e.g., booking through library staff or software) is required.

Do not include regular walk-in use of library facilities.

	Meeting space bookings
	n.a.

### Public Workstations

Public workstations are desktop computers owned by the library board available for public use. This can include computers in computer labs used for public instruction. Generally, public workstations are positioned in a static location in the library. Count public workstations with internet access separately from workstations without internet access. Workstations without internet access include those dedicated to games, word processing, children's literacy, etc.

Do not count laptops or other mobile devices made available for public use inside or outside the library. Instead, count those under *Collections > electronic equipment for loan*.

	Public workstations with internet access	Public workstations without internet access	Total public workstations
	3	0	3

### Public workstation and wi-fi sessions

Report the number of sessions conducted by users at any of the available public workstations or on the library's wireless connection, regardless of the length of the session. If a user logs on more than once, count each log-on separately.

Count public workstation sessions and public wi-fi sessions separately.

There are two possible calculations for each:

1. Actual count of sessions for an annual total.
2. Typical week estimate: count the number of sessions during one week and multiply by 50 to provide an estimated annual total.

A "typical week" is a time that is neither unusually busy nor unusually slow. Avoid holidays, vacation periods, days when unusual events are taking place in the community or in the library. Choose a week in which the library is open regular hours.

	Number of public workstation sessions	Number of wi-fi sessions
	423	2,568

### Facility

Provide Information on the building the library was housed in during the reporting year.



**Facility ownership**

Library facilities can be owned by a variety of agents. Most often, a building that houses a public library is owned by one of the following:

- Municipality
- School board (when a library is housed in a school)
- Library board
- Society or other charitable group
- Private business or company
- Private owner (individual)

Report what category the owner of the facility that houses the library falls under. If there was a change in facility owner during the reporting year, please report the current owner and note the change in the appropriate facility status field below.

	Facility ownership
	1

**Facility size**

A service point is a physical location where users can directly access library materials and services. This includes mobile libraries (e.g. bookmobiles).

Report the total area in square metres of the library service point(s) being captured in this report for the reporting year. Include all areas used for library purposes, e.g. shelves, workroom, study area, computer labs. Do not include areas used solely for janitorial, custodial, and mechanical storage or service. Do not include auditoria, art gallery space, coffee shops, and commercial space.

In order to convert a measurement of square feet to square metres, multiply square footage by 0.09.

	Library Area (Sq. Meters)
	159.8

**Facility status**

These fields are to report on the status of the library facility(ies) during the reporting year.

	Yes or no	Please provide a brief explanation (if applicable)
Did the library move locations (temporarily or permanently) during the reporting year?	No	
Did a new service point open or an existing one permanently close during the reporting year?	No	
Did the library close for renovations at any point during the reporting year?	No	

## Programs

**A library program (in-person or virtual) is a pre-planned, coordinated event that:**

- meets a community need;
- is hosted/presented by the public library;
- is set for a designated time and place;
- has a defined purpose;
- has library resources (staff time, money, etc.) dedicated to it - i.e. is budgeted for; and
- may involve a registration process and/or some promotion of the event.

Do not include programs that are delivered by external organizations in the library unless library staff are involved with the planning and development of the program as per above.

**For hybrid programs** (i.e. participants can choose to attend in-person or virtually) count the program in the category that best reflects how the program was being delivered and report the corresponding total number of participants (whether they attended virtually or in-person). For example, if the program presenter/facilitator delivered the program in-person, count it as an in-person program and include the total number of participants combined, whether they attended in-person or virtually.

## In-person programs

Report the total number of in-person program sessions and participants for each age category. Do not include data for digital literacy or outreach programs as they are counted separately in the sections following.

Please note that a session is one instance of a program being offered. A program may consist of multiple sessions offered at different times. If a program consists of multiple sessions, ensure you are counting each session and not just the overall program.

**Participants should also be counted on a per session basis.** If an individual attends multiple sessions, even in a case where the sessions are connected (e.g. part of a series), they should be counted each time. For example: if a program was offered in 5 sessions, with 20 participants each time, you would count 100 participants.

For public libraries housed in schools, only count class visits if public library staff have planned a program to coincide with the visit.

	Total # of in-person sessions	Total # of participants
Children's	24	144
Young adult	0	0
Adult	0	0
Multigenerational	10	50
Total	34	194

**Digital literacy programs**

Report the total number of in-person sessions and participants for digital literacy programs (all age categories combined).

A **digital literacy program** is defined as any program where the primary purpose is for participants to build skills related to the use of various forms of technology (e.g. computers, mobile devices), accessing/creating/using information in a digital environment, or communicating via digital means.

Do not count any informal technology assistance or instruction, as this is counted as a type of reference transaction in the Information Services category.

	Total # of digital literacy sessions	Total # of participants
	1	4

**Outreach programs**

Report the total number of in-person sessions and participants for outreach programs (all age categories combined).

An **outreach program** is a program run by library staff and/or library volunteers that does not take place within the library or on library grounds.

	Total # of outreach sessions	Total # of participants
	0	0

**Virtual programs**

Report the total number of virtual program sessions and participants (all age categories combined). A virtual program is defined as any program that is delivered remotely using technology (e.g. via telephone, video conferencing software, or other digital platforms). Virtual programs may be delivered in either a synchronous (e.g. delivered live via Zoom) or asynchronous (e.g. video hosted on YouTube) format and are counted together for the purpose of this report. Please see the definitions below to ensure virtual program sessions and participants are reported as accurately as possible.

**Synchronous virtual programs**

Synchronous virtual programs are those where participants access the program at a specified time and the delivery is controlled by the program presenter/host. Some or all of the content may be pre-recorded but the presenter/host is present at the time of delivery and may interact with participants in some way.

**Sessions:** Count the total number of synchronous virtual program sessions offered across all platforms.

**Participants:** For each session, count the highest number of participants at any point during the session (i.e. the peak number of participants).

**Asynchronous virtual programs**

Asynchronous virtual programs are those where participants access the program at any time without the presence of a program presenter/host. Depending on the platform, there may be some interactive elements but access to the content is controlled entirely by the participant.

**Sessions:** Count each video/module/program once. Only count videos/modules/programs that were accessible during the reporting year.

**Participants:** Count the total number of times the program was accessed (regardless of whether or not it was completed or accessed multiple times by the same individual). How access is captured will vary by platform. For example, for videos hosted on YouTube or similar, you should count the total number of views during the reporting period. For any programs that have been available across multiple reporting years (e.g. video available in 2021, 2022, and 2023), you may need to use analytics available in the platform (or do your own calculations) to ensure you only count the number of participants during the current reporting year.

	Total # of virtual sessions	Total # of participants
		0

**Take-home programs**

Report the total number of take-home program sessions and participants (all age categories combined).

A **take-home program** is defined as any program that is planned and designed by library staff but is completed independently by the participant(s) at home or off-site. Take-home programs require the distribution of library-compiled "kits" (name may vary by library, e.g., "take and make") which include, at a minimum, the instructions and materials necessary to complete the program. Other library kits (e.g., book club kits) do not count as take-home programs. Take-home programs should demonstrate all elements of a traditional library program—e.g., planned and designed by library staff, has library prepared materials (instructions, worksheets, resource lists, etc.), has a defined purpose/learning objective, is available for a defined period of time.

**Take-home program sessions:** count each instance of a take-home program being offered. If the same program is offered multiple times (e.g., once a month), count each instance as a session.

**Take-home program participants:** count only the number of program kits taken by patrons. Do not count the number of kits created or the number of registrations, if registration was required.

	Total # of take-home sessions	Total # of participants
		0

**Total programs**

Total sessions and participants in the reporting year for in-person, digital literacy, outreach, virtual and take-home programs combined.

	Total number of sessions	Total number of participants
	35	198

**Library Trends**

Each year this question will change to capture current trends in Alberta's public libraries.

In the reporting year, **did your library offer curbside pickup to library users?** Select the answer from the choices below. If you wish to provide additional information please use the note field.

	Curbside pickup

**Accomplishments & Comments**

Summarize the major achievements of your library board for the reporting year and/or provide any comments your board has about public library service delivery.

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

	Accomplishments & comments

<sup>1</sup>, Property of the Canadian military - on base(0-2023-02-14)

### AB Library Statistics

Survey Report - This tab contains the Alberta Public Library Survey. It is to be filled in with current information, up to and including the Board Governance - Board Members section. All municipal and intermunicipal library boards are required to complete this report.

Annual Report - This tab contains fields to capture statistical data for the reporting year for each library service point the board operates. If the board does not operate a service point, the Annual Report fields will not be visible. Urban library boards with multiple branches in the same city are excluded from this and can report aggregate data.

[Click to access the instructional webinar on Completing the Survey and Annual Report.](#)

### Annual Report

This is the Annual Report portion of the report. Please fill in the data for the reporting year (i.e. the previous calendar year) unless otherwise indicated.

### Approval

The Survey and Annual Report is filed by the library board pursuant to the Libraries Regulation. By approving, the board accepts the report, certifies its essential accuracy and transmits it to Alberta Municipal Affairs, Public Library Services Branch (PLSB), in accordance with the Libraries Regulation. Personal information contained in the report will not be disclosed except for use by Alberta Municipal Affairs.

The completed Survey and Annual Report must be approved by the library board via resolution *before* it is submitted to PLSB. PLSB reserves the right to request a copy of the meeting minutes to demonstrate board approval.

	Date report approved by library board
	2023-02-24

### Directory

This information is used in the Alberta Public Library Directory, which is produced by the Public Library Services Branch and is available at <https://www.alberta.ca/alberta-public-library-directory.aspx>.

	Name of library
	Fishing Lake Library

### Phone, Email, Website

Report the current main phone number for the library, the general email address for reaching library staff and the URL for the library's website.

	Library phone	Library email	Website

### Address

Report the current address of the library.

	Address of library	P.O. Box	City/Town	Province	Postal Code
	none				

### Contacts

Library Manager: Provide the name and email of the person charged with the management of the daily operations of the library.

Respondent: If a person other than the library manager prepares this report, please provide their name and email. The respondent might be a library staff person, a member of the board, or any person charged with filling in the data. This information is not included in the Directory.

	Name	Email
Library Manager	none	
Respondent (if different than above)	Jessica Morris	jmorris@nlls.ab.ca

### Library Hours

Report the total number of hours the library was open to the public for the reporting year. If you are reporting for multiple libraries, please provide the total hours for all locations combined.

Do not include administrative days, where there may be staff in the library but no library users.

There are two possible calculations:

1. Actual count of hours open per year.

2. Estimate:

If the library hours were the same all year: 50 x total hours per week

If summer hours differed from regular hours: [(50 - # summer weeks) x total regular hours per week] + (# summer weeks x total summer hours per week)

	Total hours open during reporting year
	0

### Personnel

Paid and unpaid staff that worked in the library during the reporting year.



### Staff

Report total number of employees and the total hours worked in the reporting year (paid leaves such as vacation or sick days can be included). You may need to get this figure from the individual or agency that does your staff payroll.

Include all paid staff (full- and part-time) who were employed by the library board during the reporting year whether they were paid directly by the board or paid through the municipality.

Do not count the number of positions, count the total number of individual persons that worked in the library during the reporting year. Each person should only be counted once. For those that have multiple credentials (i.e. both an MLIS and Library Technician diploma), please count them by the credential required by the position they are in. Do not include individuals who provided service through a contract, such as custodial staff or bookkeeping.

	Total # of employees	Total hours/year
MLIS or equivalent	0	0.00
Library technician	0	0.00
All other credentials (e.g. high school, diploma, other university degree)	0	0.00
Total	0	0.00

### Volunteers

Report the number of volunteers (i.e., those who worked without payment from any agency) that assisted with library activities, and the total number of volunteer hours for the reporting year. If a board member volunteered at the library to provide programming, fundraising, outreach or operations (e.g. shelving books), record those hours here.

Do not include volunteer hours contributed by board members on library business (e.g. board meetings, committee meetings, etc.). Record those hours in *Board Governance > Board volunteer hours*.

Do not include volunteer activities of Friends groups. Friends groups are separate organizations and have their own reporting mechanisms.

	Total # of volunteers	Total volunteer hours contributed
	0	0.00

### Collections

Report only items that have been acquired as part of the library collection. Count the total library collection, not just items added during the reporting year.

### Collection management

Report the number of print and non-print items acquired and withdrawn during the reporting year. Do not include e-content.

	Items acquired	Items withdrawn
Print items	0	0
Non-print items	0	0
Total	0	0

### Print and non-print items

Report the total number of print and non-print items in the library collection. Include both catalogued and uncatalogued items. Do not include electronic equipment for loan or e-content as they are captured in the following sections.

Print items: include physical books and issues of periodicals.

Non-print items: include physical items such as audiobooks (e.g. books on CD), music (e.g. CDs), videos/movies (e.g. DVDs), videogames (e.g. Xbox, PlayStation), kits (e.g. CD/book combinations) and objects (e.g. baking pans, tools, snowshoes).

	Total print items (including issues of periodicals)	Total non-print items	Total print and non-print items
	0	0	0

### Electronic equipment for loan

Report the number of electronic equipment items available for loan by patrons. These are items that are available for use inside or outside of the library. This may need to be a manual count if the items are not held in the ILS (e.g. Polaris/Workflows).

	Wireless hotspots	Mobile devices (e.g. laptops, chromebooks, e-readers, tablets)	Total electronic equipment
	0	0	0

### E-content

If your library board licenses any e-content resources such as e-books, e-audiobooks, online magazine subscriptions, movies, games or databases, include the items in this section.

Only count e-content licensed by your library board. Do not count e-content licensed and purchased by a library system (if applicable) or the Public Library Services Branch (PLSB), as those statistics are captured outside of this report. However, for library boards that are a member of a system and have contributed funding towards system level e-content purchasing (e.g. the system has licensed items paid with money contributed by your board), you may count the items purchased with your contributed funds in the reporting year. Please contact your system for this information.

For library boards that are not part of a library system, include any licenses brokered by The Alberta Library (TAL).

	E-books	E-audiobooks	All other e-content combined	Total e-content items
	0	0	0	0

### Total collections

Total library collection.

	Total physical collection	Total e-content collection	Total library collection
	0	0	0

### Library board contributions

If your library board contributed money to your library system for licensing e-content (e.g. e-books, e-audiobooks or e-magazines) during the reporting year, please indicate the dollar amount contributed. This is above and beyond any annual allotment funds that may be required by the library system for purchasing.

	Library board contribution
	\$0.00

### Circulation

This section captures how many items were circulated (physical and virtually) to library users during the reporting year.

### Circulation

Report number of circulations during the reporting year. Include all items that were signed out for use and item renewals.

For electronic equipment and/or objects (e.g. mobile devices, snowshoes): Report the number of circulations captured either through the ILS (e.g. Polaris/Workflows) or manually by staff if the items are not in the ILS.

For e-content (e.g. e-books and e-audio and all others): the numbers may only reflect a portion of total circulations, as it depends on how the e-content platform is configured. Please consult with your library system.

Do not include items that were sent to other libraries (those are captured in the *Interlibrary loan* section).

	Total print	Total non-print	Total electronic equipment	E-books	E-audiobooks	All other e-content combined	Total Circulation
	0	0	0	0	0	0	0

### Interlibrary loan

Interlibrary loan (ILL) is the loan of a library item (or items) from the collection of one library to another library in order to fill a request for a patron. This includes items that are sent to other libraries within your library system. Providing a substitute for the requested item (e.g. a photocopy) is also considered to be an interlibrary loan.

	ILL borrowed	ILL lent
Within Alberta (including within your library system)	0	0
Outside of Alberta	0	0
Total	0	0

## Northern Lights Library Board - Fishing Lake 2022

### In library use

Report the number of physical items used within the library during the reporting year, but not circulated.

There are two possible calculations for each:

1. Actual count of items used within the library for an annual total.
2. Typical week estimate: count the number of items used during one week and multiply by 50 to provide an estimated annual total.

A "typical week" is a time that is neither unusually busy nor unusually slow. Avoid holidays, vacation periods, days when unusual events are taking place in the community or in the library. Choose a week in which the library is open regular hours.

	Print and non-print items
	0

### Library Access

This section will cover the ways that library users access the library and the range of services available to them.

### Cardholders

Report the number of active cardholders during the reporting year.

An active cardholder is a user whose card was used at some point during the reporting year to access physical and/or virtual library resources and services. This includes virtual borrowing activity as well as authentication to access electronic resources. Cardholders can include people who are residents (i.e., people whose municipal taxes directly support the library board operating the library | fund the library) and non-residents. However, do not include ME Libraries users as that data is captured outside of this report.

	Total active cardholders
	0

### Visits

Report the number of in-person and virtual visits (i.e. website visits) to the library during the reporting year.

There are two possible calculations for each:

1. Actual count of visits for an annual total.
2. Typical week estimate: count the number of visits and multiply by 50 to provide an estimated annual total.

A "typical week" is a time that is neither unusually busy nor unusually slow. Avoid holidays, vacation periods, days when unusual events are taking place in the community or in the library. Choose a week in which the library is open regular hours.

	In-person visits	Website visits
	0	

**Information Services**

Report the number of information technology assistance and reference transactions during the reporting year. Information technology assistance transactions are reported separately from reference transactions.

A reference transaction is an in-person or virtual encounter in which library staff recommend, interpret, evaluate and/or use information resources to help a library user meet particular information needs. It includes readers advisory. It does NOT include directional or administrative questions, such as "Where is the washroom?" or "When does the library close?"

An informal technology assistance transaction is an occasion where library staff help or train a library user on technology in the library. It includes unscheduled individual instruction and assistance in things such as how to use email, demonstrating a URL or how to print a document. Do not include any pre-planned, coordinated events (i.e., library programs) where technology training is delivered. These are captured in Programs > Digital literacy programs.

There are two possible calculations for each:

1. Actual count of transactions for an annual total.
2. Typical week estimate: count the number of transactions during one week and multiply by 50 to provide an estimated annual total.

A "typical week" is a time that is neither unusually busy nor unusually slow. Avoid holidays, vacation periods, days when unusual events are taking place in the community or in the library. Choose a week in which the library is open regular hours.

	Total informal technology assistance transactions	Total reference transactions
	0	0

**Examination Services**

If examination services were provided at the library (e.g., proctoring/invigilating, or exam administration), please report the number of exams held at the library during the reporting year. If an individual sits for more than one exam at the library, count the number of exams taken, not the individual.

	Total number of exams
	n.a.

**Meeting space**

Meeting space is defined as any area within the library that may be reserved by an individual or group for a use that is not part of the library's regular programming. The space may or may not be physically isolated (e.g., a separate room with a door); however, during the reserved time, the space is solely for the use of the party who made the reservation. The library may or may not charge a fee for use of the space but some form of reservation in advance (e.g., booking through library staff or software) is required.

Do not include regular walk-in use of library facilities.

	Meeting space bookings
	n.a.

### Public Workstations

Public workstations are desktop computers owned by the library board available for public use. This can include computers in computer labs used for public instruction. Generally, public workstations are positioned in a static location in the library. Count public workstations with internet access separately from workstations without internet access. Workstations without internet access include those dedicated to games, word processing, children's literacy, etc.

Do not count laptops or other mobile devices made available for public use inside or outside the library. Instead, count those under *Collections > electronic equipment for loan*.

	Public workstations with internet access	Public workstations without internet access	Total public workstations
	0	n.a.	0

### Public workstation and wi-fi sessions

Report the number of sessions conducted by users at any of the available public workstations or on the library's wireless connection, regardless of the length of the session. If a user logs on more than once, count each log-on separately.

Count public workstation sessions and public wi-fi sessions separately.

There are two possible calculations for each:

1. Actual count of sessions for an annual total.
2. Typical week estimate: count the number of sessions during one week and multiply by 50 to provide an estimated annual total.

A "typical week" is a time that is neither unusually busy nor unusually slow. Avoid holidays, vacation periods, days when unusual events are taking place in the community or in the library. Choose a week in which the library is open regular hours.

	Number of public workstation sessions	Number of wi-fi sessions
	0	0

### Facility

Provide Information on the building the library was housed in during the reporting year.

### Facility ownership

Library facilities can be owned by a variety of agents. Most often, a building that houses a public library is owned by one of the following:

- Municipality
- School board (when a library is housed in a school)
- Library board
- Society or other charitable group
- Private business or company
- Private owner (individual)

Report what category the owner of the facility that houses the library falls under. If there was a change in facility owner during the reporting year, please report the current owner and note the change in the appropriate facility status field below.

	Facility ownership

### Facility size

A service point is a physical location where users can directly access library materials and services. This includes mobile libraries (e.g. bookmobiles).

Report the total area in square metres of the library service point(s) being captured in this report for the reporting year. Include all areas used for library purposes, e.g. shelves, workroom, study area, computer labs. Do not include areas used solely for janitorial, custodial, and mechanical storage or service. Do not include auditoria, art gallery space, coffee shops, and commercial space.

In order to convert a measurement of square feet to square metres, multiply square footage by 0.09.

	Library Area (Sq. Meters)
	0.0

### Facility status

These fields are to report on the status of the library facility(ies) during the reporting year.

	Yes or no	Please provide a brief explanation (if applicable)
Did the library move locations (temporarily or permanently) during the reporting year?	No	Fishing Lake has had a number of setbacks relating to their operations, largely due to a lack of local board. It hasn't been operational or serving patrons for any part of the past year.
Did a new service point open or an existing one permanently close during the reporting year?	No	
Did the library close for renovations at any point during the reporting year?	No	

**Programs**

**A library program (in-person or virtual) is a pre-planned, coordinated event that:**

- meets a community need;
- is hosted/presented by the public library;
- is set for a designated time and place;
- has a defined purpose;
- has library resources (staff time, money, etc.) dedicated to it - i.e. is budgeted for; and
- may involve a registration process and/or some promotion of the event.

Do not include programs that are delivered by external organizations in the library unless library staff are involved with the planning and development of the program as per above.

**For hybrid programs** (i.e. participants can choose to attend in-person or virtually) count the program in the category that best reflects how the program was being delivered and report the corresponding total number of participants (whether they attended virtually or in-person). For example, if the program presenter/facilitator delivered the program in-person, count it as an in-person program and include the total number of participants combined, whether they attended in-person or virtually.

**In-person programs**

Report the total number of in-person program sessions and participants for each age category. Do not include data for digital literacy or outreach programs as they are counted separately in the sections following.

Please note that a session is one instance of a program being offered. A program may consist of multiple sessions offered at different times. If a program consists of multiple sessions, ensure you are counting each session and not just the overall program.

**Participants should also be counted on a per session basis.** If an individual attends multiple sessions, even in a case where the sessions are connected (e.g. part of a series), they should be counted each time. For example: if a program was offered in 5 sessions, with 20 participants each time, you would count 100 participants.

For public libraries housed in schools, only count class visits if public library staff have planned a program to coincide with the visit.

	Total # of in-person sessions	Total # of participants
Children's	0	0
Young adult	0	0
Adult	0	0
Multigenerational	0	0
Total	0	0



**Digital literacy programs**

Report the total number of in-person sessions and participants for digital literacy programs (all age categories combined).

A **digital literacy program** is defined as any program where the primary purpose is for participants to build skills related to the use of various forms of technology (e.g. computers, mobile devices), accessing/creating/using information in a digital environment, or communicating via digital means.

Do not count any informal technology assistance or instruction, as this is counted as a type of reference transaction in the Information Services category.

	Total # of digital literacy sessions	Total # of participants
	n.a.	0

**Outreach programs**

Report the total number of in-person sessions and participants for outreach programs (all age categories combined).

An **outreach program** is a program run by library staff and/or library volunteers that does not take place within the library or on library grounds.

	Total # of outreach sessions	Total # of participants
	0	0

**Virtual programs**

Report the total number of virtual program sessions and participants (all age categories combined). A virtual program is defined as any program that is delivered remotely using technology (e.g. via telephone, video conferencing software, or other digital platforms). Virtual programs may be delivered in either a synchronous (e.g. delivered live via Zoom) or asynchronous (e.g. video hosted on YouTube) format and are counted together for the purpose of this report. Please see the definitions below to ensure virtual program sessions and participants are reported as accurately as possible.

**Synchronous virtual programs**

Synchronous virtual programs are those where participants access the program at a specified time and the delivery is controlled by the program presenter/host. Some or all of the content may be pre-recorded but the presenter/host is present at the time of delivery and may interact with participants in some way.

**Sessions:** Count the total number of synchronous virtual program sessions offered across all platforms.

**Participants:** For each session, count the highest number of participants at any point during the session (i.e. the peak number of participants).

**Asynchronous virtual programs**

Asynchronous virtual programs are those where participants access the program at any time without the presence of a program presenter/host. Depending on the platform, there may be some interactive elements but access to the content is controlled entirely by the participant.

**Sessions:** Count each video/module/program once. Only count videos/modules/programs that were accessible during the reporting year.

**Participants:** Count the total number of times the program was accessed (regardless of whether or not it was completed or accessed multiple times by the same individual). How access is captured will vary by platform. For example, for videos hosted on YouTube or similar, you should count the total number of views during the reporting period. For any programs that have been available across multiple reporting years (e.g. video available in 2021, 2022, and 2023), you may need to use analytics available in the platform (or do your own calculations) to ensure you only count the number of participants during the current reporting year.

	Total # of virtual sessions	Total # of participants
	n.a.	0

## Take-home programs

Report the total number of take-home program sessions and participants (all age categories combined).

A **take-home program** is defined as any program that is planned and designed by library staff but is completed independently by the participant(s) at home or off-site. Take-home programs require the distribution of library-compiled "kits" (name may vary by library, e.g., "take and make") which include, at a minimum, the instructions and materials necessary to complete the program. Other library kits (e.g., book club kits) do not count as take-home programs. Take-home programs should demonstrate all elements of a traditional library program—e.g., planned and designed by library staff, has library prepared materials (instructions, worksheets, resource lists, etc.), has a defined purpose/learning objective, is available for a defined period of time.

**Take-home program sessions:** count each instance of a take-home program being offered. If the same program is offered multiple times (e.g., once a month), count each instance as a session.

**Take-home program participants:** count only the number of program kits taken by patrons. Do not count the number of kits created or the number of registrations, if registration was required.

	Total # of take-home sessions	Total # of participants
	n.a.	0

## Total programs

Total sessions and participants in the reporting year for in-person, digital literacy, outreach, virtual and take-home programs combined.

	Total number of sessions	Total number of participants
	0	0

## Library Trends

Each year this question will change to capture current trends in Alberta's public libraries.

In the reporting year, **did your library offer curbside pickup to library users?** Select the answer from the choices below. If you wish to provide additional information please use the note field.

	Curbside pickup
	No, and we have never offered it

**Accomplishments & Comments**

Summarize the major achievements of your library board for the reporting year and/or provide any comments your board has about public library service delivery.

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

	Accomplishments & comments
	Fishing Lake has not yet begun to offer public services to their community. NLLS is working with the local council to establish a library board and to support the direction of library services that they wish to achieve. The building they have designated for the library service point is under renovation. In the meantime, we are working on their website, have gotten them added as a branch to the library system, have set aside money for initial library manager salary and are otherwise preparing for the completion of the renovation.

# NLLS Indigenous Advisory Circle

## Mandate Statement

February 2023

### General Purpose

Under the direction of the Northern Lights Library System's (NLLS) Executive Director and oversight of the Executive Committee, and in line with its strategic direction, the **NLLS Indigenous Advisory Circle** will work cooperatively to provide consultation services to the NLLS Board and its Committees regarding Indigenous communities and library development within the NLLS region.

### Key Duties and Responsibilities

- Members will advise NLLS on the services provided by the system while they are, in-turn advised about those services.
- Members will become champions of library service in their communities, communicating information about library service to key stakeholders and building relationships that will support the development of library services where they are needed.
- Members will provide invaluable information on how best to serve Indigenous communities and will support and foster relationships between the Board and residents.

### Composition and Appointment

- Each Indigenous community is represented by one member from each Reserve or Settlement.
- Chair will be selected from members on a yearly rotating basis at an annual meeting. Responsibilities include:
  - Calling and chairing meeting(s)
  - Creating an agenda to be sent to group members one week prior to meeting
  - Providing minutes of **NLLS Indigenous Advisory Committee** to NLLS
- Minute-taker will be selected from each community on a yearly rotating basis at the annual meeting. Responsibilities include:
  - Recording minutes and/or action plans
  - Sending draft minutes to each member of the committee in a timely fashion
- Group members will:
  - Represent the collective interests of their community at the meetings
  - Distribute approved minutes to their own community stakeholders
  - Discuss agenda items with applicable stakeholders in their home community
- Each community has one vote in the decision-making process
- Decisions are finalized by majority rule

### **Committee Reporting Structure**

- This is an advisory committee and is empowered to make recommendations to the NLLS Executive Committee.

### **Meetings**

- Quarterly meetings either in-person or via videoconference in-conjunction with Executive Committee meetings.
- Additional meetings to be held when required, via videoconference.

### **Compensation**

- NLLS Indigenous Advisory Committee members will receive an honorarium at the same rate as the Executive Committee, in compensation for their time and efforts on behalf of the Northern Lights Library System.
- For in-person meetings, mileage will be reimbursed based on the NLLS Travel Reimbursement Policy.

# STATEMENT OF POLICY AND PROCEDURE

Section: Terms of Reference | Chapter: | Page(s): 8

Subject: **PROCEDURAL POLICY** |

Reviewed: 2023-01-13 | Revised: NEW | Effective: 2021/02/26

## PROCEDURAL POLICY

### PART I - INTERPRETATION AND APPLICATION

#### Purpose

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

#### Definitions

2. In these Rules of Order, any word or expression used in the Act has its statutory meaning unless otherwise specified in this section, and:
  - a) "Act" means the Libraries Act, RSA 2000, c L-11 and its regulations, as amended;
  - b) "Board" means the Northern Lights Library System Board;
  - c) "Chair" means the Member elected by the Board in accordance with section 32 of the Act and included a Member assigned by the Chair or appointed by the Members present at a meeting to presides over the meeting in the Chair's absence;
  - d) "Delegation" means any person or group who wishes to make representations to the Board at a meeting related to the Board and its programs;
  - e) "Executive Committee" means that duly appointed committee of the Board;
  - f) "Executive Director" means the individual appointed by the Board to the position of executive director for Northern Lights Library System;
  - g) "Member" means a duly appointed member of the Board, and includes an alternate member when a Board Trustee's member is unable to attend a meeting of the Board;
  - h) "Motion" means a formal proposition put forward by a Member in attendance at a meeting with the intention that it be put to a vote;
  - i) "Point of Order" means the raising of a question by a Member to call attention to any deviation from a provision of these Rules of Order or any statute, regulation, bylaw or policy;
  - j) "Point of Privilege" means a matter affecting the rights and privileges of the Board collectively or of individual Members;
  - k) "Resolution" means a Motion which has been voted on and carried by the Board.

#### Application

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

### PART 2 – BOARD MEETINGS

#### Regular Meetings

4. Regular meetings of the Board shall be held in accordance with Board policy.
5. The schedule of regular meetings of the Board, including the date, time and location of meetings, will be posted on the NLLS website.
6. If there are changes to the date, time or place of a regular meeting, including cancellation, at least 24 hours' written notice of the change must be given to all Members and to the public by posting on the NLLS website.

## **Special Meetings**

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

## **Chair**

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

## **Quorum**

10. A quorum of the Board for the transaction of business shall be a simple majority of the Members.
11. As soon as there is a quorum after the time fixed for a meeting, the Chair shall call the meeting to order.
12. If there is no quorum within 15 minutes after the time set for the meeting, the names of the Members present shall be recorded and no meeting will take place on that date.
13. If at any time during a meeting quorum is lost, the Chair shall call a recess and if quorum is not achieved again within 15 minutes, the meeting will be adjourned.
14. The agenda for an adjourned meeting will be dealt with at the beginning of the next meeting.

## **Attendance**

15. If a Member is unable to attend all or part of a meeting, including arriving after the start of a meeting or leaving before the meeting is adjourned, the Member:
  - a) must notify the Chair at least 24 hours in advance, or if exigent circumstances exist as soon as reasonably possible;
  - b) must provide the general reason for the absence; and
  - c) may request that the Chair announce the reason and expected duration of their absence during the meeting.

## **Electronic Participation at In-Person Meetings**

16. A Member may participate in an in-person meeting via electronic means or other communications facilities if,
  - a) the Member provides the Chair and Executive Director with at least 24 hours' notice of their inability to attend in person or, in exigent circumstances, not less than one hour's notice;
  - b) the electronic means or other communication facilities enable the Members, and any Delegations, participating in the meeting to hear one another,
  - c) the members of the public attending the meeting are able to hear the meeting as it occurs, and
  - d) there is a quorum physically present at the meeting to ensure the meeting can continue if the electronic connection fails.

## **Virtual Meetings**

17. The Board may hold a meeting virtually, entirely by electronic means, including, without limitation, a teleconference or a live, publicly streamed broadcast if,
  - a) the electronic means or other communication facilities enable the Members, and any Delegations, participating in the meeting to hear one another,
  - b) the members of the public attending the meeting by electronic means are able to hear the meeting as it occurs, and;
  - c) notice of the meeting is given to the public which includes the electronic means by which the meeting is to be held and information necessary for the public to access the meeting.



## **Technical Difficulties**

18. The Chair may direct that a Member's electronic participation in a meeting be terminated if the Member cannot be heard clearly, or if a poor connection or background noise is deemed to be unduly disruptive to the meeting.
19. If a technical problem prevents or interrupts a Member's electronic participation in a meeting, the minutes shall reflect the time at which the Member ceased to participate in the meeting by reason of the technical problem. If such technical problem is later resolved and the Member rejoins the meeting by electronic means without a vote on a Motion having taken place during the interruption in the Member's participation, the minutes shall reflect the time at which the Member rejoined the meeting.
20. If electronic communication is interrupted during a meeting and remains interrupted while a vote on a Motion is taken, the Member affected is deemed to have left the meeting prior to the vote and shall not be permitted to rejoin the meeting, either electronically or in person.

## **Electronic Recordings and Devices**

21. No member of the public may electronically record any portion of a meeting, unless a request is made prior to the commencement of the meeting and the Chair determines that electronic recording of the meeting by the public will be permitted.
22. The Executive Director may cause an electronic recording of a meeting to be made, excluding any closed session, for internal administrative purposes only to assist the recording secretary in preparing the minutes of the meeting; however, the electronic recording shall be treated as a transitory record and destroyed upon the Board adopting the minutes of the meeting, which minutes shall constitute the official record of the proceedings.
23. All electronic devices must be in silent mode or turned off while a meeting is in progress.

## **PART 3 – AGENDAS and MINUTES**

### **Agendas**

24. The agenda for each meeting shall be prepared by the Executive Committee.
25. Any Member may submit an item for consideration of placement on a future meeting agenda. A Member who submits an item for consideration that is not placed on a Board meeting agenda retains the right to present the item at the next the Board meeting and have it added to the agenda if a majority of the Board agrees.
26. The agenda for all regular meetings of the Board shall contain the following matters in the order in which they are listed below:
  - a) Call to Order
  - b) Adoption of Agenda
  - c) Consent Agenda
  - d) Delegations
  - e) Old Business
  - f) New Business
  - g) Closed Session
  - h) Adjournment
27. The Executive Director shall cause the meeting agenda and all associated reports and other supporting documents to be provided first to all Members and then posted on the NLLS website, subject to any exceptions to public disclosure under the Freedom of Information and Protection of Privacy Act, at least 48 hours preceding the meeting to which the agenda relates. Supporting documentation that is received too late to be included with the agenda will be made available as soon as practicable thereafter.

### **Consent Agenda**

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

## **Minutes of Meeting**

30. The Executive Director shall prepare or cause to be prepared minutes of each Board meeting and the Board committee meeting that include:
  - a) the type of meeting that was held, whether regular or special;
  - b) the date, hour and place, or if virtual, the electronic means by which the meeting is held, of the meeting;
  - c) the names of the Members present at and absent from the meeting;
  - d) the name of the presiding officer;
  - e) the names of each member of NLS administration present at the meeting, including each person's title;
  - f) an item that corresponds with every item on the agenda for that meeting;
  - g) a Motion for each item on the agenda, as applicable;
  - h) the names of members of the public who speak to an item as a Delegation;
  - i) any abstentions made by any Member and the reason for the abstention;
  - j) the time of departure and return to the meeting of any Member for any reason;
  - k) the time the meeting is adjourned; and
  - l) the signatures of the presiding officer and the Executive Director.
31. At every regular meeting, the minutes of the previous regular meeting and any special meeting held more than 48 hours prior to the current meeting shall be considered for adoption.

## **PART 4 – PUBLIC PARTICIPATION**

### **Meetings in Public**

32. Subject to section 33 of these Rules of Order, all meetings of the Board and its committees shall be open to the public and no person may be excluded except for improper conduct as determined by the Chair.
33. Only Members or other persons recognized by the Chair or by a majority vote of the Members present shall be allowed to address the Board during a meeting.

### **Meetings Closed to the Public**

34. The Board, and any committee of the Board, may close all or part of a meeting to the public in accordance with section 18 of the Freedom of Information and Protection of Privacy Regulation, AR 186/2008, as amended.
35. When a meeting is closed to the public, no Motion may be made, except a Motion to revert to a meeting held in public.
36. Only voting members may participate in closed session.

### **Conduct of the Public at Meetings**

37. During a meeting, members of the public must conduct themselves with proper decorum. The Chair may order any member of the public who disturbs the proceedings by words or actions or in any other manner to be expelled from the meeting.
38. The Chair may request the assistance of a peace officer if a person ordered expelled by the Chair does not leave the meeting voluntarily.

### **Delegations**

39. A person may request to appear as a Delegation and make a presentation to the Board, either on the person's own behalf or as a representative of a group or organization. The request must:
  - a) be made in writing;
  - b) include the name and contact information of the individual, and if applicable the group or organization, requesting to appear as a Delegation;
  - c) clearly identify the reason or purpose of the request and provide a brief explanation of the subject to be addressed in the presentation; and
  - d) be received by the Executive Director not less than 7 days prior to the meeting at which the Delegation is requesting to attend.

40. Delegation requests will be reviewed by the Executive Committee in preparing the agenda and the Executive Committee shall direct the Executive Director to notify the person requesting to appear as a Delegation whether the request has been:
  - a) approved, and added to the meeting agenda;
  - b) approved, but deferred to a subsequent meeting agenda;
  - c) referred to NLLS administration, if the matter is considered to be operational in nature; or
  - d) refused, if the matter is not considered to fall within the jurisdiction of the Board or is otherwise deemed improper, and the Executive Director shall so advise the Board why the request was refused by the Executive Committee.
41. The use of presentation slide decks, maps, videos and other similar materials is permitted in a Delegation presentation, provided that the materials are forwarded to the Executive Director in advance of the meeting, and these materials become the property of the Board as part of the record of the proceedings.
42. Each presentation by a Delegation shall be limited to 15 minutes unless a longer period is agreed to by a vote of the Members present at the meeting.

## **PART 5 – THE BOARD PROCEEDINGS**

### **Role of the Chair**

43. The Chair will preserve order and decorum and decide all questions relating to the orderly procedure of the meeting, subject to an immediate appeal by a Member from any ruling.
44. If a ruling of the Chair is appealed, the Chair will give concise reasons for the ruling and the Member will be provided an opportunity to give concise reasons for the appeal, and the Board will, without debate, determine by a show of hands whether to uphold or overturn the ruling. The Chair shall comply with the decision of the Board.
45. The Chair may participate in debate and vote on matters before the Board, without relinquishing the Chair.
46. If the Chair is required to leave the chair upon declaring a conflict of interest, the Chair must call on another Member present to preside until discussion and voting on the matter are concluded.

### **Conflicts of Interest**

47. A Member must not take part in a decision of the Board or any committee of the Board if the decision might further a private interest of the Member, the Member's employer or an immediate family member.
48. If a Member is present at a meeting and has a conflict of interest in a matter to be discussed the Member shall, prior to any discussion of the matter, declare a conflict of interest by:
  - a) disclosing the general nature of their interest,
  - b) abstaining from any discussion of the matter,
  - c) abstaining from voting on any question relating to the matter, and
  - d) leaving the meeting until discussion and voting on the matter are concluded

### **Member Conduct**

49. During a meeting, a Member must:
  - a) only speak after being recognized by the Chair;
  - b) address the Chair when speaking;
  - c) refrain from using crude, vulgar, profane or offensive language, or disturbing the orderly business of the meeting in any way;
  - d) respect and follow all applicable procedural rules;
  - e) respect and obey all rulings of the Chair except in the case of an appeal of a Chair's decision that is upheld by the Board;
  - f) refrain from leaving their seat or making any noise while a vote is being taken or the result declared;
  - g) refrain from re-entering the meeting while the vote is being taken, if absent from the meeting due to a conflict of interest;
  - h) refrain from interrupting other speakers, except to raise a Point of Order or a Point of Privilege;
  - i) reflect upon any vote, except for the purpose of moving that the vote be reconsidered; and
  - j) refrain from using any electronic device to record any portion of the meeting, engage in private discussion and debate with other Members on matters being discussed by the Board, or attempt to live-tweet the meeting in progress.

## Points of Order

50. When a Point of Order is called, the Member calling the Point of Order must identify the procedural deviation.
51. The Chair may call to order any Member who is out of order.
52. When a Member persists in a breach of order, after having been called to order by the Chair, the Chair may declare the breach and name the offending Member.
53. Unless the Member who has been named by the Chair immediately apologizes for the breach and withdraws any objectionable statements, the Chair shall direct that the notation of the declaration of the breach and naming of the Member be noted in the minutes.
54. Upon a Member being named by the Chair and refusing to apologize, the Chair shall direct the Member to leave the meeting and the Member shall immediately leave the meeting and will not be allowed to return to the meeting unless the Member apologizes for the breach.

## Motions

55. A Motion relating to a matter not within the jurisdiction of the Board is not in order.
56. A recommendation in a report does not constitute a Motion until a Member has formally moved it.
57. A Motion does not require a seconder.
58. Once a Motion has been moved and accepted by the Chair, it may only be withdrawn with the consent of the majority of Members present at the meeting.
59. The mover of the Motion may speak and vote for or against the Motion and once all Members present have had the opportunity to speak to the motion the mover is entitled to speak in closing on the motion immediately prior to the vote.
60. All Members must be provided with an opportunity to speak to a Motion before any Member is permitted to speak to the Motion a second or subsequent time.
61. Any Member may require a Motion under debate to be re-read at any time during the debate if the Motion is not electronically displayed for all Members to see, but must not interrupt a speaker to do so.
62. When a Motion is under debate, no other Motion shall be made except to:
  - a) "table", which means to cease discussion on the current topic to address another matter that the Member considers to be of greater urgency. A Motion to table is not debatable. If a Motion to table is passed, the Motion under debate is no longer debatable and a Motion to "lift from the table" is required to resume consideration of the matter. If not lifted from the table during the same Meeting, a tabled Motion expires at the end of that Meeting;
  - b) "call for the question", which means to close debate and ask that a vote be taken on the Motion under debate. A Motion to call for the question is not debatable but is only in order if all Members have had an opportunity to speak to the Motion under debate. If a Motion to call for the question is in order and passes, the Chair must put the Motion under debate to an immediate vote;
  - c) "refer", which means to redirect a matter under consideration to another party, such as a Board committee. A Motion to refer must include instructions to the referral body and is debatable;
  - d) "defer", which means to temporarily set aside a Motion under debate to a future Meeting. A Motion to defer must identify a timeline for the matter to be brought back to the Board and is debatable;
  - e) "amend", which means to modify the wording of a motion. An amending motion is debatable;
  - f) "move into closed session", which means to close all or part of the meeting to the public if a matter to be discussed concerns an item listed in section 18 of the Freedom of Information and Protection of Privacy Regulation; or
  - g) "reconvene in public", which means to revert to a meeting open to the public.

## Amending Motions

63. A Member may only amend the Member's own Motion for the purpose of clarifying the Motion's intent without affecting the substance of the Motion. The Chair may accept such a "friendly amendment" upon putting a request to that effect to the meeting and if no other Member objects. A Member may also propose such a "friendly amendment" to another Member's Motion, which may be accepted by the Chair if the other Member agrees and no Member objects.
64. A proposed amendment to a Motion under debate that changes the Motion under debate in any substantive way must take the form of a Motion to amend and is debatable. A Motion to amend must be relevant to the subject matter of the Motion under debate and must not propose a direct negative of the Motion under debate.
65. Only one amendment to the main Motion under debate may be before the meeting at any time. A Motion to amend the proposed amendment is not in order.

66. When a Motion to amend is on the floor, Members may debate only the proposed amendment, not the main Motion under debate to which the amendment pertains.
67. If an amendment to a Motion is defeated it cannot be moved a second time.
68. Only after any Motion to amend has been put to a vote shall the main Motion under debate be put to a vote.

## Splitting Motions

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

## Voting

70. Unless otherwise specified in these Rules of Order, a Motion is passed when a majority of Members participating in the meeting and entitled to vote have voted in favour of the Motion. A Motion put to a vote and not passed is defeated and does not result in a Resolution.
71. If there is an equal number of votes for and against a Motion the Motion is defeated.
72. A matter not amounting to a Motion that is put to a vote of the Board in the same manner as a Motion, such as an appeal of a ruling of the Chair on a Point of Order, becomes an act of the Board if a majority of Members present indicate support for it.
73. Before a vote is taken, a Member may request that the vote be recorded and the minutes must show the names of the Members present and whether each Member voted for or against the proposal or abstained on declaring a conflict of interest.
74. Votes on all Motions must be taken as follows:
  - a) The Chair will ensure that the Motion to be voted upon is clear by either:
    - i. confirming that the Motion is viewable by Members, either in hard copy or electronically; or
    - ii. by restating the Motion verbatim immediately prior to the vote.
  - b) Members must:
    - i. vote by show of hands at an in-person meeting;
    - ii. vote verbally by stating "yes" or "no" to the Motion if participating via teleconference or other electronic means at an in-person meeting;
    - iii. vote electronically using the polling function provided in the platform if participating in a virtual meeting; or
    - iv. vote by secret ballot when electing the Chair or any other officers.
  - c) The Chair will announce the result of the vote.
75. Once a vote has been called, no Member will be given an opportunity to speak to the matter.
76. After the Chair declares the result of a vote, Members may not change their votes.

## Voting by Email – outside a formal meeting

From time-to-time Board members may be called on to discuss an issue or decision outside of a regularly scheduled meeting (i.e. via email). Motions may be made and passed through email using the following procedure. The email will include the procedure as follows:

77. Email containing a motion will be sent to a distribution list containing emails of all voting members of the applicable body.
78. Discussion on the motion shall conclude and all votes shall be cast within 72 hours of the electronic motion.
79. A majority of Board members must cast an vote within the above timeline for the vote to be valid.
80. When Board members cast an e-vote they must "REPLY ALL" so that all Board members may see how they have voted.
81. Each person voting must respond as follows: "Motion of [complete motion], in Favour/Against." (Ex. Motion of holding meetings on Sundays at 2am, Against).
82. If a member has a pecuniary interest in the vote they must declare this by email and abstain from voting before the deadline of the vote.
83. The Chair (or vice-chair in the absence of the Chair) will make it clear when voting ends.
84. The electronic vote will be ratified at the next applicable meeting.

## Reconsideration

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

86. Debate on a Motion for reconsideration of a previous Motion must be confined to reasons for or against reconsideration of the previous Motion.
87. If a motion to reconsider a previous Motion is passed, such reconsideration shall become the next order of business despite the agenda for the meeting.
88. A Member who voted with the prevailing side on a Motion may serve notice of intention to bring a Motion for reconsideration at a subsequent meeting; however, a motion for reconsideration is out of order if the original Motion has already been acted upon irrevocably.

## Adjournment

89. A Motion to adjourn the Meeting is always in order except:
- a) when another Member has the floor;
  - b) when a vote on a Motion has been called for but not yet taken; or
  - c) when a vote on a Motion is in progress or has been completed but the Chair has not yet declared the results of the vote.
90. A Motion to adjourn the Meeting shall be put without comment or debate.

---

NLLS Executive Board Chair

February 26, 2021

---

Date of Approval

## STATEMENT OF POLICY AND PROCEDURE

Section: Finance | Chapter: General | Page(s): 1

Subject: **CORPORATE CREDIT CARDS** | Sec 3, 1F

Reviewed: 2021/03/30 | Revised: 2021/05/29 | Effective: 2017/05/13

**Commented [JM1]:** This is a combination of the CC policy and the reimbursement policy. We would delete Sec 1, 1C Staff Expenses and Reimbursement should this policy be adopted.

## SECTION 3 – 1.F

### CORPORATE CREDIT CARDS

1. ~~Corporate~~ Credit cards ~~issued by the System's bank in the System's name~~ may be authorized by the Executive Director, Finance Officer, and Board Chairman for employees who travel regularly or make specific purchases where a credit card ~~number~~ is required.
2. Credit cards may be used for budgeted expenses only.
3. ~~The Acc~~Cumulative Credit Card limits ~~are shall not to~~ exceed \$50,000. ~~for above noted accounts.~~
4. Fuel Credit Cards ~~limits~~ are to be used for NLLS Vehicles only and are not to exceed a \$5000 limit.
5. The points accumulated from the Credit Card reward program(s) will be allocated to the annual NLLS library conference and be reflected in the annual budget as income.

#### Credit Card Usage – ~~Appendix B – Credit Card~~

- a) ~~NLLS may issue company credit cards to certain employees for use in their jobs.~~
- b) Any employee with a NLLS ~~company~~ credit cards issued to them must sign ~~the~~ Appendix B Credit Card Policy Acknowledgment form.
- c) Use of ~~company issued~~ NLLS credit cards is a privilege that NLLS ~~the Company~~ may withdraw at any time, with or without cause.
- d) Upon an employee's termination of employment at ~~the Company~~ NLLS, all cards must be returned to the NLLS Administration department for cancellation and proper disposal.
- e) The employee in possession of ~~the company~~ NLLS credit card is solely responsible for all purchases on the card and for ensuring that the card is not used by unauthorized personnel.
- f) Any credit card NLLS ~~has~~ issued to an employee must be used for business purposes only, and for purposes in conjunction with the employee's job duties. Employees with such credit cards shall not use them for any non- business purpose. Non-business purchases are considered any purchases that are not for the benefit of the ~~Company~~ NLLS.
- g) The employee in possession of the credit card is responsible for receiving, printing, and retaining all receipts related to purchases made on the ~~company~~ credit card. If a receipt is lost, a written description of the items and cost of the purchase must be maintained and submitted in the same manner ~~in which as a regular receipt. would be maintained and submitted.~~
- h) Original paper receipts are the preferred method of documentation.
- i) Digital copies ~~Pictures/scan~~ of receipts ~~may be~~ are acceptable. ~~allowed in place of missing receipts. The original paper receipt is the preferred method.~~
- j) Receipts need to be turned ~~in to has~~ administration within one (1) week of returning to work.
- k) All receipts should be labeled with a description of what the purchase was for to ensure proper accounting of the purchase. Any receipts for meals or entertainment must be attached to a paper that clearly indicates the names of all persons attending the meal or entertainment and the business purpose of such event.
- l) ~~Any receipts missing prior to monthly bill payment (with the exception of book allotment purchases supplies) will be billed back to credit card holder.~~
- m) ~~Any missing receipts found after bill back will be reimbursed upon submission within six (6) months of the charge date.~~

**Commented [JM2]:** This will never happen with the option to create a receipt



- n) ~~All extraneous charges shall be investigated before being billed back to credit card holder.~~

## 2. Personal charges

- a) If any employee uses a ~~company~~ NLLS credit card or other ~~company~~ funds for a personal purchase in violation of this policy, the cost of such purchase(s) will be considered an advance of future wages payable to that employee and will be deducted in full, from the employee's next paycheck.
- b) If any employee uses a ~~company~~ NLLS credit card or other ~~company~~ funds for a non-personal purchase that is not within the scope of the employee's duties or the employee's authorization to make business-related purchases, the cost of such purchase(s) will be the financial responsibility of that employee unless otherwise expressed in writing by the Executive Director. The employee will be expected to reimburse ~~the Company NLLS~~ via deductions from pay until the unauthorized amount is fully repaid.
- c) In addition to financial responsibility and liability for wage deductions, any purchases an employee makes with a company credit card in violation of this policy will result in disciplinary action, up to and possibly including termination of employment.

## 3. Reimbursement of Employee Personal Funds

- a) All approved company transactions paid by employee personal funds will be reimbursed by direct deposit ~~on the 15th and the 2<sup>nd</sup> to last business day of each month~~, provided the employee submits all receipts and applicable expense forms within six (6) months of incurred expense.

---

Date of Approval

## STATEMENT OF POLICY AND PROCEDURE

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

Subject: **STAFF EXPENSES and REIMBURSEMENT** | Sec 1, 1C Appendix B

Reviewed 2019/01/10 | Revised: 2019/09/21 | Effective: **2017/05/13**

### SECTION 1 - 1.C Appendix B

#### STAFF EXPENSES and REMIBURSEMENT

##### 1. Credit Card usage – Appendix B – Credit Card

- a) NLLS may issue company credit cards to certain employees for use in their jobs.
- b) Employee with company credit cards issued to them must sign the Appendix B Credit Card Policy Acknowledgment form.
  - i. Use of company-issued credit cards is a privilege that the Company may withdraw at any time, with or without cause. Upon an employee's termination of employment at the Company, all cards must be returned to the NLLS Administration department for cancellation and proper disposal.
  - ii. The employee in possession of the company credit card is solely responsible for all purchases on the card and for ensuring that the card is not used by unauthorized personnel.
  - iii. Any credit card NLLS issued to an employee must be used for business purposes only, and for purposes in conjunction with the employee's job duties. Employees with such credit cards shall not use them for any non- business purpose. Non- business purchases are considered any purchases that are not for the benefit of the Company.
  - iv. The employee in possession of the credit card is responsible for receiving, printing, and retaining all receipts related to purchases made on the company credit card. If a receipt is lost, a written description of the items and cost of the purchase must be maintained and submitted in the same manner in which a receipt would be maintained and submitted.
  - v. Pictures/scan of receipts may be allowed in place of missing receipts. The original paper receipt is the preferred method.
  - vi. Receipts need to be turned into the administration within one (1) week of returning to work. All receipts should be labeled with a description of what the purchase was for to ensure proper accounting of the purchase. Any receipts for meals or entertainment must be attached to a paper that clearly indicates the names of all persons attending the meal or entertainment and the business purpose of such event.
  - vii. Any receipts missing prior to monthly bill payment (with the exception of book allotment supplies) will be billed back to credit card holder.
  - viii. Any missing receipts found after bill-back will be reimbursed upon submission within six (6) months of the charge date.
  - ix. All extraneous charges shall be investigated before being billed back to credit card holder.

##### 2. Personal charges

- a) If any employee uses a company credit card or other company funds for a personal purchase in violation of this policy, the cost of such purchase(s) will be considered an advance of future wages payable to that employee and will be deducted in full, from the employee's next paycheck.
- b) If any employee uses a company credit card or other company funds for a non-personal purchase that is not within the scope of the employee's duties or the employee's authorization to make business-related purchases, the cost of such purchase(s) will be the financial responsibility of that employee unless otherwise expressed in writing by the Executive Director. The employee will be expected to reimburse the Company via deductions from pay until the unauthorized amount is fully repaid.
- c) In addition to financial responsibility and liability for wage deductions, any purchases an employee makes with a company credit card in violation of this policy will result in disciplinary action, up to and possibly including termination of employment.

3. Reimbursement of Employee Personal Funds

- a) All approved company transactions paid by employee personal funds will be reimbursed by direct deposit on the 15th and the 2nd last business day of each month, provided the employee submits all receipts and applicable expense forms within six (6) months of incurred expense.

---

**NLLS Executive Board Chair**

September 21, 2019

---

**Date of Approval**

**APPENDIX B - NLLS Credit Card Policy Acknowledgment**



I, \_\_\_\_\_, hereby acknowledge that I have received a corporate credit card. I have been provided with and read the corporate credit card policy, and I understand that I am responsible for complying with the policy rules. I understand that violation of such policy may result in consequences including cancellation of my card or my termination. I further acknowledge that I understand that if I make any personal purchases in violation of this policy, the amount of such purchases is an advance of future wages payable to me, that the Company may deduct that amount from my next paycheck, and that if there is a balance remaining after such deduction, the Company may deduct the balance of the wage advance from my future paychecks until the amount is repaid in full. Such deductions may take my pay below minimum wage for the workweek(s) in question.

I further agree that if I make any non-personal transactions in violation of the policy in question, I am financially responsible for any such expenses and agree to reimburse the Company via wage deductions until the unauthorized amounts are fully repaid. Such deductions are in the amount of the unauthorized purchase(s), but if such amount would take my pay below minimum wage for the workweek in question, the deductions will be in two or more increments that will not take my pay below minimum wage for any workweek.

\_\_\_\_\_  
Signature of Employee

\_\_\_\_\_  
Date

\_\_\_\_\_  
Printed Name

\_\_\_\_\_  
Signature of Company Rep

\_\_\_\_\_  
Date

\_\_\_\_\_  
Printed Name

## STATEMENT OF POLICY AND PROCEDURE

Section: Finance | Chapter: General | Page(s): 1

Subject: Financial Matters **ACCOUNTING and AUDIT**

Sec 3, 1B

Reviewed: 2023-01-13 | Revised: 2018/11/03 | Effective: 2017/05/13

**Commented [JM1]:** This is a combination of the following policies:  
Financial Matters  
Investments  
Accounting and Audit  
Principle  
Borrowing Bylaw  
Banking

## SECTION 3 – 1.B

### ~~ACCOUNTING and AUDIT~~ Financial Matters

#### Accounting Principles: **PRINCIPLE**

The Northern Lights Library System (NLLS) ~~upholds the principles of~~ follows these accounting principles:

1. ~~All Such~~ financial accounts shall be kept in accordance with Generally Accepted Accounting Principles (GAAP) and follow Canadian Accounting Standards for Not-for-Profit Organizations (ASNFPPO).
2. ~~The Northern Lights Library System shall~~ Keeping Distinct and regular accounts of its receipts, payments, credits, assets, and liabilities ~~and shall be kept and have these accounts for each fiscal year~~ audited by an independent public accountant ~~at the end of each fiscal year.~~
3. ~~Fraud~~ All Managers and the Executive Director are responsible for the detection and prevention of fraud, misappropriations, and other irregularities. Fraud is defined as the intentional, false representation, or concealment of a material fact for the purpose of inducing another to act upon it to their injury. ~~Measures to limit opportunities for fraud will include, but are not limited to:~~
  - ~~responsible fiscal planning, and efficient procedures for the smooth operation of the financial practices of the System;~~
  - ~~accurate records of the accounts of the System;~~
  - Keeping all assets and liabilities of ~~Northern Lights Library System~~ NLLS ~~shall be~~ recorded in the regular books of account. No undisclosed or unrecorded fund or asset shall be established or maintained for any purpose.
  - ~~Ensuring that~~ no false or artificial entry or entry that obscures the purposes of an underlying financial transaction ~~shall~~ be made in the books and records for any reason.
  - ~~Ensuring that~~ no payment of any nature using NLLS funds or assets that is in violation of any applicable law or regulation ~~shall be~~ is made.
  - ~~Prohibiting~~ unauthorized removal of materials, property or monies belonging to the NLLS. ~~is strictly prohibited.~~
  - Prohibiting falsification of an application, time sheet, work schedule or other financial or legal records. ~~is prohibited.~~

**Commented [JM2]:** Redundant

#### Accounting Records

4. ~~NLLS's fiscal year is January 1 – December 31, inclusive.~~
5. All accounts and records shall be retained for a minimum of seven (7) years.

**Commented [JM3]:** Moved from "borrowing bylaw"

#### Audit

6. The financial records of ~~the System~~ NLLS shall be audited no later than February 1 of the year following the year under audit. The audited financial statement appears with the Annual Report of the Northern Lights Library System.
7. ~~As stated in The Northern Lights Library System Agreement:~~
  - a) ~~The System Board shall make an annual report on the operation of the System to each of the Parties to this Agreement and to each library board or advisory committee and to the Minister on or before May 31 in the year following the year to which the annual report relates.~~
8. Upon acceptance of the annual audited financial statement ~~by the Board~~, the recommendations of the auditor will be reviewed and implemented where appropriate.
9. The Executive Committee may, from time to time, ask for bids on the Northern Lights Library System audit and may appoint a new auditor for ~~the System~~ NLLS.
10. The Board shall appoint the auditor annually at the Annual General Meeting.

## BANKING

11. The Executive Committee shall review the banking services every three (3) years, or more frequently at its discretion.
12. A change in banking services shall be made by a motion of the Executive Committee.

## BORROWING BYLAW

13. The Board ~~as a whole~~ may approve a loan, a line of credit, or overdraft protection to cover an operating shortfall, ~~in accordance with the Libraries Act~~.
14. ~~Section 17 (a) (RSA 2000) of the Libraries Act states that a System Board may: "borrow from time to time for the purpose of defraying its operating expenses an amount not exceeding 50% of the amount expended by it during its immediately preceding fiscal year."~~
15. ~~Borrowing money for structural needs must be approved through the Board as a whole when Borrowing money as per Section 24 of the Libraries Act must be approved by motion of the Board.~~
16. ~~NLLS to apply for any available grants as applicable.~~
17. ~~NLLS follows Canadian Accounting Standards for Not-for-Profit Organizations (ASNFPPO).~~
18. ~~NLLS's fiscal year is January 1 — December 31, inclusive.~~

Commented [JM4]: Does this need to be said?

Commented [JM5]: Already covered under the grants policy

## INVESTMENTS

19. ~~Investment activities pursued by NLLS seek to balance maximizing potential earnings while are maximized through investment activities which at the same time minimizing exposure and risk.~~
  20. ~~The Northern Lights Library Board recognizes the need for sound and prudent investment practices.~~
  21. ~~The Board shall adopt policies and establish procedures to ensure that investment earnings are maximized through investment activities which at the same time minimize exposure and risk.~~
  22. The Board authorizes the Executive Director and the Finance Officer to invest capital and operating funds not required for immediate disbursement according to the ~~guidelines options~~ outlined below, and to dispose of any investment when necessary to meet expenditures, or as prudent from an investment management point of view.
- ~~The Northern Lights Library Board from time to time may invest surplus funds:-~~
- a. In debentures or securities issued ~~and/or guaranteed~~ by the Government of Canada or of any province of Canada,
  - ~~b. In debentures or securities, the payment of which is guaranteed by the Government of Canada or any province of Canada~~
  - c. In debentures or securities issued or guaranteed by any Schedule 1 chartered bank operating in Canada, treasury branch, and/or credit union.
  - d. In banker's acceptances of a corporation incorporated in Canada, with background bank support of a Schedule 1 chartered bank.
  - e. All investments shall be with issuers that are "A" rated or better, as rated by the Dominion Bond Rating Service/Canadian Bond Rating Service.
  - f. Investments shall be awarded to the financial institution with the most competitive offering after taking into consideration the administrative costs involved and all the financial needs of the System.

Commented [JM6]: This appears to be redundant with the first line.

Commented [JM7]: Redundant





## STATEMENT OF POLICY AND PROCEDURE

Section: Finance | Chapter: General | Page(s): 1

Subject: **ACCOUNTING and AUDIT** | Sec 3, 1B

Reviewed: 2018/08/02 | Revised: 2018/11/03 | **Effective: 2017/05/13**

### SECTION 3 – 1.B

#### ACCOUNTING and AUDIT

##### Accounting Records

1. All accounts and records shall be retained for a minimum of seven (7) years.

##### Audit

1. The financial records of the System shall be audited no later than February 1 of the year following the year under audit. The audited financial statement appears with the Annual Report of the Northern Lights Library System.
2. As stated in The Northern Lights Library System Agreement:
  - a) The System Board shall make an annual report on the operation of the System to each of the Parties to this Agreement and to each library board or advisory committee and to the Minister on or before May 31 in the year following the year to which the annual report relates.
3. Upon acceptance of the annual audited financial statement, the recommendations of the auditor will be reviewed and implemented where appropriate.
4. The Executive Committee may, from time to time, ask for bids on the Northern Lights Library System audit and may appoint a new auditor for the System.
5. The Board shall appoint the auditor annually at the Annual General Meeting.

---

NLLS Executive Board Chair

---

November 3, 2018

**Date of Approval**

## STATEMENT OF POLICY AND PROCEDURE

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

Subject: **FINANCIAL MATTERS** | Sec 1, 3D

Reviewed 2022/07/08 | Revised: 2022/08/26 | **Effective: 2017/05/13**

### SECTION 1 - 3.D

#### FINANCIAL MATTERS

1. All assets and liabilities of Northern Lights Library System (NLLS) shall be recorded in the regular books of account. Nondisclosed or unrecorded fund or asset shall be established or maintained for any purpose.
2. No false or artificial entry or entry that obscures the purposes of an underlying financial transaction shall be made in the books and records for any reason.
3. No payment of any nature using NLLS funds or assets that is in violation of any applicable law or regulation shall be made.
4. Unauthorized removal of materials, property or monies belonging to the NLLS is strictly prohibited.
5. Falsification of an application, time sheet, work schedule or other financial or legal records is prohibited.
6. Fraud - All Managers and the Executive Director are responsible for the detection and prevention of fraud, misappropriations, and other irregularities. Fraud is defined as the intentional, false representation, or concealment of a material fact for the purpose of inducing another to act upon it to their injury.

---

NLLS Executive Board Chair

August 26, 2022

---

Date of Approval

## STATEMENT OF POLICY AND PROCEDURE

Section: Finance | Chapter: General | Page(s): 1

Subject: **INVESTMENTS** | Sec 3, 1K

Reviewed: 2018/08/02 | Revised: 2018/11/03 | **Effective: 2018/11/03**

### SECTION 3 – 1.K

#### INVESTMENTS

1. Investment earnings are maximized through investment activities which at the same time minimize exposure and risk.
2. The Northern Lights Library Board recognizes the need for sound and prudent investment practices. The Board shall adopt policies and establish procedures to ensure that investment earnings are maximized through investment activities which at the same time minimize exposure and risk.
3. The Board authorizes the Executive Director and the Finance Officer to invest capital and operating funds not required for immediate disbursement according to the guidelines outlines below, and to dispose of any investment when necessary to meet expenditures or as prudent from an investment management point of view.
4. The Northern Lights Library Board from time to time may invest surplus funds:
  - a) In debentures or securities issued by the Government of Canada or of any province of Canada,
  - b) In debentures or securities, the payment of which is guaranteed by the Government of Canada or any province of Canada
  - c) In debentures or securities issued or guaranteed by any Schedule 1 chartered bank operating in Canada, treasury branch, and/or credit union.
  - d) In banker's acceptances of a corporation incorporated in Canada with background bank support of a Schedule 1 chartered bank.
  - e) All investments shall be with issuers that are "A" rated or better, as rated by the Dominion Bond Rating Service/Canadian Bond Rating Service.
  - f) Investments shall be awarded to the financial institution with the most competitive offering after taking into consideration the administrative costs involved and all the financial needs of the System.

---

NLLS Executive Board Chair

---

November 3, 2018

**Date of Approval**

## STATEMENT OF POLICY AND PROCEDURE

Section: Finance | Chapter: General | Page(s): 1

Subject: **PRINCIPLE** | Sec 3, 1A

Reviewed: 2017/05/13 | Revised: 2017/05/13 | **Effective: 2017/05/13**

### SECTION 3 – 1.A

#### PRINCIPLE

1. The Northern Lights Library System upholds the principle of:
  - a. responsible fiscal planning, and efficient procedures for the smooth operation of the financial practices of the System;
  - b. accurate records of the accounts of the System.
  - c. The Northern Lights Library System shall keep distinct and regular accounts of its receipts, payments, credits, assets and liabilities and shall have these accounts for each fiscal year audited by an independent public accountant. Such accounts shall be kept in accordance with generally accepted accounting principles.

---

NLLS Executive Board Chair

May 13, 2017

---

**Date of Approval**

## STATEMENT OF POLICY AND PROCEDURE

Section: Finance | Chapter: General | Page(s): 1

Subject: **BORROWING BYLAW** | Sec 3, 1D

Reviewed: 2019/03/02 | Revised: 2019/03/02 | **Effective: 2019/03/02**

### SECTION 3 – 1.D

#### BORROWING BYLAW

1. The Board as a whole may approve a loan, a line of credit or overdraft protection to cover an operating shortfall. Section 17 (a) (RSA 2000) of the Libraries Act states that a System Board may: “borrow from time to time for the purpose of defraying its operating expenses an amount not exceeding 50% of the amount expended by it during its immediately preceding fiscal year.
2. Borrowing money for structural needs must be approved through the Board as a whole when borrowing money as per Section 24 of the Libraries Act.
3. NLLS to apply for any available grants as applicable.
4. NLLS follows Canadian Accounting Standards for Not-for-Profit Organizations (ASNFPPO).
5. NLLS’s fiscal year is January 1 – December 31, inclusive.

---

NLLS Executive Board Chair

March 2, 2019

---

**Date of Approval**

## STATEMENT OF POLICY AND PROCEDURE

Section: Finance | Chapter: General | Page(s): 1

Subject: **BANKING** | Sec 3, 1C

Reviewed: 2017/05/13 | Revised: 2017/05/13 | **Effective: 2017/05/13**

### SECTION 3 – 1.C

#### BANKING

1. The Executive Committee, shall review the banking services every three (3) years or more frequently at its discretion.
2. A change in banking services shall be made by a motion of the Executive Committee.

---

NLLS Executive Board Chair

May 13, 2017

---

**Date of Approval**

## STATEMENT OF POLICY AND PROCEDURE

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

Subject: **BENEFITS** | Sec 1, 1K Appendix E

Reviewed 2023-01-13 | Revised: 2019/09/21 | **Effective: 2017/05/13**

## SECTION 1 - 1.K APPENDIX E

### BENEFITS

1. Extended Health Benefit Plan
  - a) Full-time employees who have passed their probationary period may participate in the current company extended health benefit plan. Premiums are paid by the employer. ~~Employee to pay 30% of benefit premium, while NLLS to pay 70% of benefit premium. Employees who opt out of extended benefits must do so in writing.~~
  - b) Employees must participate in our short- and long-term disability plans. The premiums for these plans are the responsibility of the employee.
  - ~~c) The unpaid employee portion of the extended health care benefit plan over two (2) months in arrears will result in the employee being removed from the program.~~
  - d) ~~Statement of arrears account will be sent to the employee by registered mail and by email if available.~~
  - e) Employee(s) are responsible to ensure their contact information with our extended benefits provider is up to date.
  - f) Employees who opt out of extended health benefits must do so in writing.
2. Self-Directed Retirement Savings Plan - (Employee chooses the financial institution)
  - a) The Northern Lights Library System recognizes that a pension plan represents a required employee benefit, which provides for retirement income. A Registered Retirement Savings Program is available after three (3) months of employment or the granting of permanent status, whichever occurs first, with benefits available back to the date of regular employment start with NLLS. The NLLS shall contribute up to a maximum of five per cent (5%) of each employee's gross regular salary/wage on a matching basis. Contributions by both employee and employer shall be deposited by NLLS on a monthly basis with their payroll into a registered retirement plan account through a registered Canadian financial institution.
  - b) If an employee does not comply with policy the employee will be removed from the program immediately.
  - c) Changes to the contribution level or participation in the program must be submitted in writing to the Finance Officer.
  - d) It is the employee's responsibility to supply the NLLS Finance Officer with their bank account information or any changes to the bank account for the RRSP payment to be deposited into each month.
  - e) Employees are to submit a copy of their T4RSP slip from their bank provider to NLLS for confirmation that the employee's matching contribution has been deposited into an RRSP account.
3. Appendix E – RRSP Letter of Understanding

---

NLLS Executive Board Chair

---

September 21, 2019

Date of Approval



## APPENDIX E - RRSP Letter of Understanding

Employee Name:

Title:

Address:

Northern Lights Library System

~~Human Resources Department~~

5615- 48 St, Postal Bag 8

Elk Point, AB T0A 1A0 780-724-2596

Self-Directed Retirement Savings Plan  
(Employee chooses the financial institution)

The Northern Lights Library System recognizes that a pension plan represents a required employee benefit, which provides for retirement income. A Registered Retirement Savings Program is available after three (3) months of employment or the granting of permanent status, whichever occurs first, with benefits available back to the date of regular employment start with NLLS.

NLLS shall contribute up to five per cent (5%) of each employee's gross regular salary/wage on a matching basis. Contributions by both employee and employer shall be deposited by NLLS ~~on a monthly basis with their payroll~~ into an ~~registered retirement plan~~ account ~~through a registered~~ with a Canadian Financial institution.

It is the employee's responsibility to supply the NLLS Finance Officer with the bank account information or any changes to the bank account for the RRSP payment to be deposited into each month. Employees are to submit a copy of their T4RSP slip from their bank provider to NLLS for confirmation that the employee's matching contribution has been deposited into an RRSP account.

\_\_\_\_\_  
NLLS Employee

\_\_\_\_\_  
Date

\_\_\_\_\_  
NLLS Representative

\_\_\_\_\_  
Date



## STATEMENT OF POLICY AND PROCEDURE

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

Subject: **LEAVES** | Sec 1, 1L Appendix F

Reviewed 2023-01-20 | Revised: 2019/09/21 | **Effective: 2017/05/13**

## SECTION 1 - 1.L APPENDIX F

### LEAVES

#### 1. Jury duty/subpoenas

- a) When an employee is summoned for jury duty or subpoenaed as a witness in their private capacity, they will be allowed leave with pay provided any daily allowance received by the employee is paid to NLLS.

Employees are eligible for ~~current (excluding reservists leave)~~ and ~~new~~ the following leaves after 90 days of employment.

#### 2. Unprotected leaves without pay (any leaves not covered in Appendix F)

- a) Anticipated Leave Without Pay – The Executive Director, in conjunction with the Department Manager, may grant leave of absence without pay and without loss of seniority to any employee requesting such leave for good and sufficient cause, so long as the time requested does not exceed twenty (20) working days. ~~For requests exceeding twenty (20) days~~ Otherwise, a written request must be submitted to the Executive Director. ~~It is understood that~~ When such leaves are granted, all vacation entitlement will be used first ~~prior to any leave without pay being granted~~ and that satisfactory arrangements ~~can~~ must be made for the performance of the employee's duties ~~during such absence~~.
- b) Emergent Leave Without Pay – The Executive Director, in conjunction with the Department Manager, has the authority to approve leave without pay for emergent situations, (i.e. illness in the family, extended compassionate leave, etc.). The Executive Director shall report to the NLLS Executive Committee all leaves granted under this policy.

#### 3. Bereavement leave

- a) The Northern Lights Library System recognizes the need for employees to have time to deal with the death of a family member.
- b) Bereavement leave ~~shall be provided in accordance with current Alberta labour standards. with pay up to and including three (3) regularly scheduled consecutive work days shall be granted to all permanent and non-permanent employees who are required to carry out responsibilities incurred by the death of the employee's immediate family.~~
- c) The Northern Lights Library System may, in addition, grant up to two (2) day's leave with pay for the purposes of travel relating to ~~bereavement leave. the death of an immediate family member~~
  - i. Travel leave will be granted if the employee must travel a sufficient distance involving the equivalent of ½ working day or more by air (one way); or if traveling time by vehicle involves the equivalent of one working day or more (one way). Traveling time by air may include time waiting for a flight and flight connections, and time required to travel to and from airports.
- d) ~~A member of the immediate family is defined as:~~
  - i. ~~A mother, father, mother-in-law, father-in-law,~~
  - ii. ~~A brother, sister, brother-in-law, sister-in-law,~~
  - iii. ~~A spouse or common-law spouse, including same-sex partner~~ iv. ~~A child, step-child or foster child~~
  - v. ~~A grandparent or grandchild,~~
  - vi. ~~A relative who is a member of the employee's household~~

**Commented [JM1]:** This is not required by law:  
<https://www.alberta.ca/reservist-leave.aspx>

**Commented [JM2]:** Is this diving too deep into operations?

- e) Bereavement leave for any person not mentioned by Alberta labour standards above may be granted at the discretion of the Executive Director. Additional bereavement leave (without pay) may be granted at the discretion of the Executive Director.

4. ~~Appendix F~~ Protected Leaves as defined by Alberta labour standards.

---

NLLS Executive Board Chair

September 21, 2019

---

Date of Approval



#### **APPENDIX F—Protected Leaves**

Northern Lights Library System  
Human Resources Department  
5615 48 St, Postal Bag 8  
Elk Point, AB T0A 1A0 780-724-2596

All of the following job-protected leaves are unpaid:

- **Maternity/Parental Leave**—Maternity leave in Alberta consists of fifteen weeks' unpaid leave under the Code, at least six weeks of which must occur after the baby is born. An additional thirty-seven weeks' of unpaid parental leave is permitted under the Code. The thirty-seven weeks' of parental leave may be taken by the mother or the father, or divided between the two parents. Although maternity and parental leave are unpaid, certain benefits are available under the Employment Insurance (EI) Act of Canada
- **Compassionate Leave**—eligible employees can take up to 2 weeks of leave to care for gravely ill family

~~Personal and Family Responsibility Leave—A new unpaid leave will provide up to 5 days of job protection per year for personal sickness or short-term care of an immediate family member.~~

~~Includes attending to personal emergencies and caregiving responsibilities related to education of a child.~~

- ~~**Long-Term Illness and Injury Leave**—A new unpaid leave will provide up to 16 weeks of job protection per year for long-term personal sickness or injury. Medical certificate and reasonable notice will be required. This will align with the federal Employment Insurance program.~~
- ~~**Bereavement Leave**—A new unpaid leave will provide up to 3 days of job protection per year for bereavement of an immediate family member.~~
- ~~**Domestic Violence Leave**—A new unpaid leave will provide up to 10 days of job protection per year for employees addressing a situation of domestic violence.~~
- ~~**Citizenship Ceremony Leave**—A new unpaid leave will provide up to a half-day of job protection for employees attending a citizenship ceremony.~~
- ~~**Critical Illness of an Adult Family Member**—A new unpaid leave will provide up to 16 weeks of job protection for employees who take time off to care for an ill or injured adult family member. This will align with the federal Employment Insurance program.~~
- ~~**Critical Illness of a Child**—A new unpaid leave will provide up to 26 weeks of job protection for parents of critically ill or injured children. This will align with the federal Employment Insurance program.~~
- ~~**Death or disappearance of a Child**—A new unpaid leave will provide up to 52 weeks of job protection for employees whose child disappeared as a result of a crime, or up to 104 weeks if a child died as a result of a crime. This will align with the federal Employment Insurance program.~~

## STATEMENT OF POLICY AND PROCEDURE

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

Subject: **INCLEMENT WEATHER** | Sec 1, 1T

Reviewed 2023-01-20 | Revised: 2019/11/23 | Effective: 2018/04/03

### SECTION 1 - 1.T

#### INCLEMENT WEATHER

- ~~It is the policy of Northern Lights Library System's (NLLS) to~~ offices will remain open during most periods of inclement weather; however, where extraordinary circumstances warrant, due to weather or other unforeseen business interruptions, ~~the company~~ NLLS reserves the right to close the facility.
- ~~Should this occur, employees will then be communicated to whether NLLS is open or closed on a given day.~~
- The Executive Director or designate ~~in their absence~~ will make a final decision ~~regarding closures as soon as possible.~~ during periods of such inclement weather, and communicates this to Employee(s).
- ~~The Executive Director will communicate with the Board Chair on the closure.~~
- ~~NLLS representative will post the closure communication on social media and website where/when possible.~~

Commented [JM1]: Redundant with below.

#### Facility Closed

- If the facility is announced to be closed on a given day, all NLLS Employee(s) will receive regular pay for the day or partial day of closure.
- NLLS will communicate facility closure to employees as soon as possible through regular channels of communication.
- The Executive Director or designate will inform the Board chair and publicly announce any closure as soon as possible.
- Managers may assign tasks to be completed remotely if the facility is closed.

#### Facility Open

- If the facility remains open on an adverse weather day, employees who report to work will receive their normal pay for the day. If an employee elects not to report to work on a facility open day, the employee can elect to:
  - use any accumulated lieu hours, ~~personal hours, or vacation days (in this order),~~ for the missed day or
  - the employee will not be paid for the day
- ~~If the facility remains open or closed on an inclement day,~~ it is each employee's decision to determine if they can safely arrive at work. ~~under the conditions.~~ If an employee elects not to work on a given day, NLLS requires the courtesy of a phone call to ~~your~~ a manager or supervisor advising them ~~of the decision as to your status for the day.~~

---

NLLS Executive Board Chair

November 23, 2019

---

Date of Approval



## STATEMENT OF POLICY AND PROCEDURE

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

Subject: **POLITICAL ACTIVITY** | Sec 1, 3G

Reviewed 2023-01-20 | Revised: 2018/09/08 | **Effective: 2017/05/13**

### SECTION 1 - 3.G

#### POLITICAL ACTIVITY

1. A Northern Lights Library System (NLLS) An employee shall remain ~~maintain all appearances of being~~ politically neutral in the performance of their official employment duties.
2. NLLS employees are free to engage in political activity outside of their work duties.
3. NLLS may rent its facilities to political parties or causes without prejudice.
  - a. Facility rentals do not imply endorsement of renters' views or causes.

---

NLLS Executive Board Chair

September 8, 2018

---

Date of Approval



## STATEMENT OF POLICY AND PROCEDURE

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

Subject: **COMMUNICATION PROTOCOL – EMPLOYEE(S)** | Sec 1, 3U

Reviewed: 2023-01-20 | Revised: 2019/03/02 | Effective: 2018/09/08

### SECTION 1 - 3.U

#### COMMUNICATION PROTOCOL – EMPLOYEE(S)

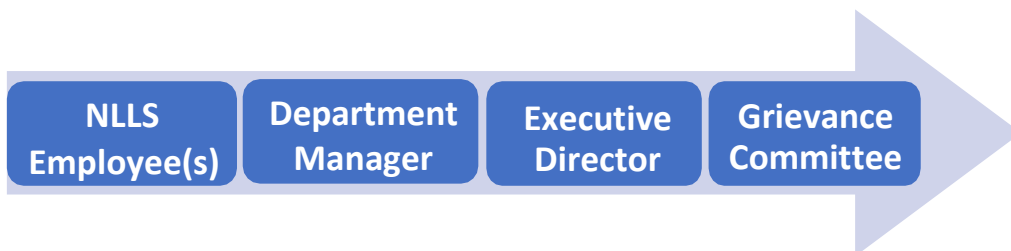
DAY TO DAY ~~communication channel flow~~

1. All communications must follow this flow chart; any deviation of from this process will be re-routed back through proper channels.



GRIEVANCE ~~communication channel flow~~

1. All communications must follow this flow chart; any deviation of from this process will be re-routed back through proper channels.
2. If a matter is moved to the ~~Once you make it to~~ Grievance Committee step, please refer to follow Sec 1, 3Q Grievances process.



---

NLLS Executive Board Chair

March 2, 2019

---

Date of Approval



## STATEMENT OF POLICY AND PROCEDURE

Section: NLLS Board | Chapter: Vision and Policy Statements | Page(s): 1

Subject: **FREEDOM of INFORMATION and PROTECTION of PRIVACY** | Sec 2, 1L

Reviewed: 2023/01/20 | Revised: 2017/05/13 | Effective: 2017/05/13

## SECTION 2 – 1.L

### FREEDOM of INFORMATION and PROTECTION of PRIVACY (FOIP)

1. In accordance with the Freedom of Information and Protection of Privacy Act (FOIP), Northern Lights Library System (NLLS) allows access to its public records and ensures the protection ~~of~~ and privacy of ~~the~~ personal information ~~of individuals~~ except where disclosure is required by law.
2. NLLS designates the Executive Director or their designate as the Head, in accordance with the relevant sections of the FOIP Act. The Head may delegate specified responsibilities in writing, under the Act.
3. Fees for FOIP requests are based upon the ~~payable in accordance with relevant and~~ schedules found in ~~of~~ the FOIP Act.
4. NLLS will provide ~~regular access to~~ FOIP training for relevant employees and member libraries biennially.

Personal Information Banks

<http://www.servicealberta.ca/foip/documents/pibguide.pdf>

---

NLLS Executive Board Chair

May 13, 2017

---

Date of Approval



## STATEMENT OF POLICY AND PROCEDURE

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

Subject: **PRIVACY ISSUES** | Sec 1, 3P

Reviewed: 2018/08/02 | Revised: 2018/09/08 | **Effective: 2017/05/13**

### SECTION 1 - 3.P

#### PRIVACY ISSUES

1. It is a matter of settled law that what employees do on NLLS computers is 100% owned by NLLS, and that NLLS also has the legal right to monitor what emails they send and receive from NLLS computers regardless of where those emails may be hosted. NLLS may also legally monitor and record where employees go and what they do on the internet.
2. It is also acknowledged and understood that anything created or stored on a NLLS Computer and/or email servers, is also subject to the provisions of the Freedom of Information and Protection.
3. It is, however, the Policy of NLLS to respect the privacy of its employees with respect to email and other content on their computers, and that there shall be no active monitoring of either email or content, except in an email or machine where determined by system software to contain a security threat. The source of this virus/malware shall be tracked and investigated.
4. Notwithstanding the above, in the event extra-ordinary circumstances warrant, or if directed by Senior Management to do so, IT employee(s) are able to reconstruct user computer activity, Internet usage patterns, and/or emails sent and received (even if they have been deleted) and all employee(s) shall be made aware of this capability.

---

NLLS Executive Board Chair

September 8, 2018

---

**Date of Approval**

## STATEMENT OF POLICY AND PROCEDURE

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

Subject: **INTERNET and COMPUTER USAGE** | Sec 1, 3J

Reviewed 2021/11/19 | Revised: 2022/05/04 | **Effective: 2017/05/13**

## SECTION 1 - 3.J

### INTERNET and COMPUTER USAGE

#### 1. Background

This policy outlines best practices and expectations regarding use of computers and other technology in the workplace.

#### 2. General Principle

- a) The guiding principle for both computer and internet usage at Northern Lights Library System (NLLS) is that these are resources paid for and owned by the system, being used by employees on NLLS time.
- b) NLLS has no objection to employees using computer resources on their own time for routine and benign matters such as internet browsing, booking flights, checking email, doing online banking, or similar matters, however personal usage should be restricted to breaks, lunchtime, or before or after hours, and should be consistent with other guidelines in this policy.

#### 3. Restricted Uses

- a) The following are absolutely prohibited types of internet sites to be visited, ever, under any circumstances:
  - i. Gambling sites
  - ii. Adult content sites
  - iii. Unapproved file sharing sites
  - iv. Other sites deemed to represent a security risk by NLLS IT employee(s)
- b) In addition, sites not related to NLLS business activities should be viewed with great discretion with regard to content others may find offensive, sexist, racist, or otherwise inconsistent with a tolerant and inclusive workplace.
- c) Similar discretion shall be exercised with email correspondence, to ensure it is also consistent with the guidelines for internet usage.
- d) Technology Services and Infrastructure (TSI) employee(s), under the direction of the Executive Director, may be directed to restrict user rights for employee(s) found in violation of the above policy, and/or implement the required technical means to enforce this policy.

#### 4. Email

- a) Professional business practices shall be adhered to in respect to the creation and content of email records.
- b) Emails are a record belonging to Northern Lights Library System (NLLS) and will be retained and backed up according to current industry best practices.
- c) If there is a need to include confidential information, mark your text as "confidential" in the subject line.
- d) As a NLLS record, emails are subject to FOIP (Freedom of Information and Protection of Privacy) legislation.
- e) NLLS staff must use email systems provided by NLLS and not personal email accounts for business purposes.

#### 5. Privacy

- a) Anything created or stored on a NLLS computer and/or network device, is subject to the provisions of the Freedom of Information and Protection of Privacy Act (FOIP).
- b) NLLS will strive to maintain the privacy of its employees with respect to email and other content on computers assigned them for work.
- c) NLLS will not actively monitor email communication or other computer usage.
- d) In the case of a cyber-security threat, incident, internal investigation, or legal requirement TSI staff may be required to access and provide emails and other computer information to third-parties.
- e) The Staff Network Policy must be adhered to by NLLS staff.

---

NLLS Executive Board Chair

March 4, 2022

---

Date of Approval

## STATEMENT OF POLICY AND PROCEDURE

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

RETIREMENT | Sec 1, 1Q

Reviewed 2023-01-13 | Revised: 2019/11/23 | Effective: 2017/05/13

**Commented [JM1]:** Consider deleting this policy.

## SECTION 1 - 1.Q

### RETIREMENT

1. An employee who wishes to retire is required to give written notice of their intention to retire as per their contract or a minimum of two (2) weeks in the absence of a contract.
2. NLLS will work with the retiring employees to ensure their knowledge and skills are transferred to their replacements, ~~and that the valued employee has opportunity to mentor others.~~
3. The employee will receive any outstanding pay entitlement in the first pay period immediately following the employees' retirement unless the employee directs otherwise.
4. ~~Under special circumstances,~~ it may be agreed between NLLS and a retired employee to re-hire them as a temporary employee following retirement, on a contractual basis term at the Executive Director's discretion.
5. ~~A retired employee who is re-hired under this policy is deemed to be a temporary employee and shall not be eligible for health, dental, prescription drugs or any other company provided benefits unless specified otherwise by legislation.~~

**Commented [JM2]:** This is covered under our Benefits policy

---

NLLS Executive Board Chair

November 23, 2019

---

Date of Approval



## STATEMENT OF POLICY AND PROCEDURE

Section: Terms of Reference | Chapter: | Page(s): 1

Subject: **PLAN OF SERVICE COMMITTEE** |

Reviewed: 2019/11/23 | Revised: 2019/11/23 | **Effective: 2019/11/23**

## PLAN OF SERVICE COMMITTEE

### Mandate

The purpose of the Plan of Service Committee of the Northern Lights Library Board (NLLB), is to develop a Plan of Service as outlined in the Libraries Regulations for Northern Lights Library System (NLLS) and the member libraries.

### Responsibilities

Through consultation the committee will develop a Plan of Service.

1. Develop 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

The NLLS Board will appoint five (5) members to the Plan of Service Committee as per policy Sec 2, 1H Committee of the Board.

The Plan of Service Committee shall appoint the Chair and Vice Chair. The Executive Director will serve as support and resource.

### Reporting

At each meeting, minutes shall be taken, and meeting minutes shall be forwarded to the Executive Committee.

Recommendations for Plan of Service are to be forwarded to the Executive Committee for approval to be submitted for approval by the NLLS Board.

---

NLLS Executive Board Chair

November 23, 2019

---

Date of Approval

## STATEMENT OF POLICY AND PROCEDURE

Section: NLLS Board | Chapter: Vision and Policy Statements | Page(s): 1

Subject: **COMMITTEES OF THE BOARD** | Sec 2, 1H Appendix T

Reviewed: 2021/03/30 | Revised: 2021/05/29 | **Effective: 2021/02/26**

## SECTION 2 – 1.H APPENDIX T

### COMMITTEES OF THE BOARD

1. The Northern Lights Library System Board shall appoint members of all committees at the Annual Organization Meeting. Alternates of the board may not be a part of any committees.
2. Wherever possible the committees will have equal representation of one (1) member from each of the zones. Appointed zone member may or may not be the zone rep on the executive, depending on the terms of reference for the committee, and shall be appointed by a vote of the members of that zone. Where a fifth (5) member is required, that member shall be appointed from and by the general membership.
3. All committees shall ensure that minutes are recorded and distributed to the Executive to be presented to the Board where appropriate. Committee reports shall be made by the committee chair or designate at all regular meetings.  
Appendix T- General Reporting Form
4. Committees are to review the Terms of Reference at their first meeting following the Annual General Meeting.
5. Committees of the NLLS Board are:
  - a) Executive Committee - up to 10 members
  - b) Grievance Committee - 5 members – as required by committee chair
  - c) Building Committee - 5 members – as required by the Executive Committee
  - d) Policy Committee - 5 members
  - e) Plan of Service Committee - 5 members – as required by the Executive Committee
  - f) Executive Director Evaluation Committee - Chair, Vice Chair and one (1) other Executive Committee nominee.
  - g) Advocacy Committee - 5 members – as required by the Executive Committee
6. The NLLS Board may appoint ad-hoc committees of one or more members. A standing committee may strike a sub-committee of the standing committee.
7. All committees, with the exception of the Executive Committee, have advisory powers only.
8. Agenda Additions are to be vetted for FOIP concerns by the Committee Chair and the Executive Director prior to the meeting. FOIP items will then be addressed in closed session.
9. No internal committee communication protected under FOIP shall be shared outside of committee members (except for the board chair) without the approval of the Executive Committee. Violation of this protocol shall result in removal from all committees.
10. Mandate statements of standing committees shall be approved by the Northern Lights Library System Board.
11. The Board Chair is not ex officio, and not required to attend committees, however, can attend without compensation.
12. In the event of a municipal election year, any person elected to any committee(s) will hold that position for two years plus or minus the difference between the next staggered zone election.
13. Any, and all, members sitting on any NLLS committees must attend all meetings; members who miss two (2) meetings within the two-year term will be removed from the committee and new representation from your zone or an at large member will be required. Absence(s) must be approved by the committee chair. Member(s) are required to provide notification of attendance.
14. All committee meetings will require an attendance sheet and minutes. Minutes to be distributed to all members of the Executive Committee after meeting.



## Appendix T – Reporting Form

### GENERAL REPORTING FORM

Date of Event: \_\_\_\_\_ Name of Event: \_\_\_\_\_

Board/Committee Name: \_\_\_\_\_

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

Recommendations if any:

---

Committee Chair Member

---

NLLS Staff Member

## STATEMENT OF POLICY AND PROCEDURE

Section: NLLS Board | Chapter: Vision and Policy Statements | Page(s): 2

Subject: **BOARD HONORARIA and EXPENSES** | Sec 2, 1I

Reviewed: 2021/11/19 | Revised: 2022/03/04 | **Effective: 2017/05/13**

### SECTION 2 – 1.I

#### BOARD HONORARIA and EXPENSES

1. Northern Lights Library System does not pay honoraria for attendance at regular Board meetings.
2. Northern Lights Library System pays an honorarium to Board authorized members for attending committee meetings.
3. Northern Lights Library System reimburses Board authorized members for expenses when attending committee meetings and other Board authorized functions including conferences.
4. Meals, mileage, and accommodation expenses for Board members shall be reimbursed as outlined in the NLLS travel policy.
5. The Executive Committee shall review this policy annually.
6. NLLS will provide honorarium to committee members as follows:

Committee	Amount/Meeting
Executive Committee	\$100.00
Board Standing Committee	\$100.00
Board Ad Hoc Committee	\$100.00
Regular Board Meeting	\$0.00
Committee Chairs	\$150.00
Online meeting under 60 minutes	\$75.00

7. When a member attends multiple paid meetings in the same day their honorarium will be no greater than \$250.00.
8. The library, represented by the chair of the Library Managers' Council, shall receive an honorarium of \$100.00/Board meeting attended to a maximum of \$250.00/day.
9. The Chair of the NLLS Board shall receive an honorarium of \$100.00/month. This honorarium will be paid at the Annual General Meeting of the Board or at the resignation of the chair, whichever comes first.
10. NLLS will pay professional development expenses to a maximum of \$2,500.00/year for the Board Chair or their designate. Professional development endeavours will be approved by motion of the Executive Committee prior to the expense being incurred.

11. NLLS does not pay Board honoraria for attendance at, or meetings held at professional development opportunities unless preapproved by motion of the Executive Committee.
12. Expense claims for meeting attendance outside Board Chair regular duties will be reported in the Board Chairs regular report to the Executive Committee.

---

**NLLS Executive Board Chair**

November 25, 2022

---

**Date of Approval**

## STATEMENT OF POLICY AND PROCEDURE

Section: NLLS Employee(s) | Chapter: Vision and Policy Statements | Page(s): 2

Subject: **TRAVEL** | Sec 1, 4A

Reviewed: 2022/07/08 | Revised: NEW | **Effective: 2022/08/26**

## SECTION 1 – 4.A

### TRAVEL

Staff members at Northern Lights Library System (NLLS) may be required to travel for work. Reasons for travel may include, but are not limited to, site visits to our Member Libraries, or professional development opportunities. This policy is applied at the discretion of the Executive Director or designate according to job needs. This policy does not apply to regular delivery routes.

NLLS follows the allowance rates outlined in the current Travel, Meal, and Hospitality Expenses Policy of the Alberta Government and current federal mileage rate (CRA).

#### Travel for Work Purposes

1. Prior to travel, staff members must submit their travel plans and projected expenses to their department manager or director for approval.
2. Department managers will work with staff to approve travel plans based on the best economic value for NLLS. Managers may not exceed approved budgets without prior approval of the Executive Director.

#### Use of Personal Vehicles for Work Purposes

1. Staff members who use their personal vehicle for work purposes must carry business-use insurance on their vehicle. The cost of this will be reimbursed annually by NLLS in accordance with the Travel, Meal, and Hospitality Expenses Policy of the Alberta Government.
2. Staff members will be compensated at the current federal (CRA) mileage rate when using their personal vehicles for work purposes.
  - a. For travel within NLLS's geographical territory, distance calculations will begin and end at the staff member's place of residence. If the staff member resides outside of NLLS's geographical territory, compensation will begin and end at the intersection of HWY 16 and HWY 216.
  - b. For travel outside of NLLS's geographical territory, distance calculations will begin and end at the staff member's place of residence, regardless of location.
    - i. If the residence of the employee is outside Alberta, mileage payments for travel outside of NLLS's geographic boundaries will commence at the Alberta border.

#### Use of Rental Vehicles for Work Purposes

1. When travelling for work, and when economically beneficial to NLLS, staff members may be asked to use a rental vehicle instead of their personal vehicle.
2. The utilization of rental vehicles by staff members for work purposes is subject to prior approval by their department manager.
3. The total cost of the rental vehicle, including fuel expenses, must not exceed the estimated cost of using a personal vehicle.
4. Rental vehicles must be purchased with the Northern Lights Library System corporate credit card to ensure adequate insurance coverage.

### **Overnight Accommodations**

1. When travelling for work and an overnight stay is required, NLLS will provide compensation for hotel accommodations.
2. All overnight stays are subject to the prior approval of the department manager or director unless extraordinary in nature, such as inclement weather or road closures.
3. When travelling for work across multiple days, and when economically beneficial to NLLS, staff members may be asked to use overnight accommodations instead of driving back to the office or their place of residence each night.
4. Staying at a family or friend's home in lieu of staying at a hotel while travelling for Northern Lights will be reimbursed at a rate of 50 dollars a night.

### **Meals and Incidentals**

5. Meals and incidentals will be calculated at the rates outlined in the Travel, Meal, and Hospitality Expenses Policy of the Alberta Government.

---

**NLLS Executive Board Chair**

August 26, 2022

---

**Date of Approval**

# 2023-05-26 Annual General Meeting of the Board–Minutes

## Northern Lights Library System Board

### Regular Meeting

Northern Lights Library System

IN-PERSON

Also available online:

10:00 AM Friday, May 26, 2023

### [General Board Mtg Full Package](#)

#### 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:** Vicky Lefebvre (780) 573-1926

1. **Call to order [10:00 am]**
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. **Quorum – (25) has been met - 38 Absent, 43 Present, 7 Guests [Board Attendance 2023](#)**
4. **M1 – Maxine Fodness motions to Adopt the Agenda as presented, all in favor, motion carried.**
5. **M2 - Dwayne Spicer motions to accept the Minutes of the [February 24, 2023 General Board Meeting](#) as presented/amended, all in favor, motion carried.**

## For Information

---

6. [Chairperson's Report](#) – Vicky Lefebvre  
M3- Barbara Smith motions to accept the Chairs report as presented, all in favor, carried.
7. Library Manager's Council [\(LMC\) report](#), Jodi Dahlgren  
M4- Kelly Chamzuk motions to accept the LMC report as presented, all in favor, carried.
8. Alberta Library Trustee Association [\(ALTA\) report](#) – Jennifer Anheliger –  
Report let stand
9. [Financial Report](#) - James MacDonald  
M5- Jennifer Johnson motions to accept the financial report as presented, all in favor, carried.

## For Decision

---

### 10. Population and Levy Discussion

**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 and the NLLS levy. They've asked that the Board 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"

Having spoken with system directors following this model, we've learned it is not without problems. 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.

**M6 – Darlene Beniuk motions to accept Option1 – Darlene withdraws her motion.**

**M7 – Darlene Beniuk motions to not change the current NLLS agreement and continue to tie the provincial operations grant and the NLLS levy together. In favor - Linda Fenerty, Lyndie Nickel, Len Falardeau, Darlene Beniuk, Mary Arnold, Maxine Fodness, Larry Tiedemann, Wanda Cochrane, Donna Rudolph, Al Harvey, Daniel Warawa, Eric Nissen, Robin Leighton, Josh Crick, Irene Talaga, Roger Konieczny, Curtis Schoepp, Daryl Frank, Brandon Parsons, Ashley Rainey, Cindy Lefsrud, Edie Yuill, Jennifer Johnson, Norm Noel, Stephen Dafoe, Amy Cherniwchan, Travis Schiewe, Leroy Kunyk, Tanya May, Jennifer Beattie, Shantell Bielesch, Mary Jane Quinney, Loraine Berry, Diane Saskiw, Barry Bruce, Dwayne Spicer, Barbara Smith, Kelly Chamzuk, Vicky Lefebvre, Matthew McClennan, Janine Paly, motion carried. Opposed – Kirby Whitlock, motion carried.**

**Kirby Whitlock called for a recorded vote.**

## **11. Provincial Grant Increase**

**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 several choices as a result.

For greater details, see this [expanded briefing note](#).

**We have at least 3 options:**

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

**Option 1 is the recommendation of the Executive Committee.**



**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).

**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

**M8- Loraine Berry motions to continue with the approved budget based on the 2016 population numbers and charge levies accordingly. In favor- Linda Fenerty, Lyndie Nickel, Len Falardeau, Darlene Beniuk, Mary Arnold, Maxine Fodness, Larry Tiedemann, Wanda Cochrane, Donna Rudolph, Al Harvey, Daniel Warawa, Eric Nissen, Robin Leighton, Josh Crick, Irene Talaga, Roger Konieczny, Curtis Schoepp, Daryl Frank, Brandon Parsons, Ashley Rainey, Cindy Lefsrud, Edie Yuill, Jennifer Johnson, Norm Noel, Stephen Dafoe, Amy Cherniwchan, Travis Schiewe, Leroy Kunyk, Tanya May, Jennifer Beattie, Shantell Bielesch, Mary Jane Quinney, Loraine Berry, Diane Saskiw, Barry Bruce, Dwayne Spicer, Barbara Smith, Kelly Chamzuk, Vicky Lefebvre, Matthew McClennan, Janine Paly, motion carried. Opposed – Kirby Whitlock, motion carried.**

**Kirby Whitlock called for a recorded vote.**

Overage money options - James

**M9- Len Falardeau motions to keep the excess monies from the population number change from the 2023 operating grant in the NLLS operating budget. In favor – Linda Fenerty, Lyndie Nickel, Len Falardeau, Darlene Beniuk, Mary Arnold, Maxine Fodness, Larry Tiedemann, Wanda Cochrane, Donna Rudolph, Kirby Whitlock, Al Harvey, Daniel Warawa, Eric Nissen, Robin Leighton, Josh Crick, Irene Talaga, Roger Konieczny, Curtis Schoepp, Daryl Frank, Brandon Parsons, Ashley Rainey, Cindy Lefsrud, Edie Yuill, Jennifer Johnson, Norm Noel, Stephen Dafoe, Amy Cherniwchan, Travis Schiewe, Leroy Kunyk, Tanya May, Jennifer Beattie, Shantell Bielesch, Opposed – Mary Jane Quinney, Loraine Berry, Diane Saskiw, Barry Bruce, Dwayne Spicer, Barbara Smith, Kelly Chamzuk, Vicky Lefebvre, Matthew McClennan, Janine Paly, motion carried.**

**Kirby Whitlock called for a recorded vote.**

## 12. 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.*

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 1:1F - [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.

**M10- Mary Arnold moves to accept all the proposed policy changes, additions, and deletions as an omnibus package, all in favor, motion carried.**

**M11-Jennifer Johnson motions to delete the Outside computers policy as presented, all in favor, motion carried.**

### **ELECTIONS – MENTI.com**

---

#### **Current Executive**

1. **Vicky Lefebvre, Chair (City of Cold Lake) Auto-seat**
2. Jennifer Anheligher, Vice-Chair (Town of Morinville) Officer-at-large
3. **Larry Tiedemann, Treasurer (Summer Village of Mewatha Beach) Zone 1**
4. Maxine Fodness, (St. Paul County) Zone 2
5. **Dwayne Spicer, (Town of Redwater) Zone 3**
6. Leslie Cusack, (County of Vermilion River) Zone 4
7. Matthew McLennan (Sturgeon County) Auto-seat
8. **Josh Crick (MD Bonnyville) Officer-at-large**
9. Barbara Smith (Town of Boyle) Officer-at-larger
10. **Curtis Schoepp (Summer Villages) Officer-at-large**

Bolded positions are at the end of their term.

#### **Consecutive Terms**

Board members may serve on the Executive Committee for up to two consecutive terms. Terms are two years. They may serve additional terms with 2/3rds approval of the board. Larry Tiedemann has served on the Executive Committee for 2 consecutive terms and is seeking potential reappointment.

**M12- Diane Saskiw moves that Larry Tiedemann be permitted to serve an additional term on the Executive Committee if so elected, all in favor, motion carried.**

## **Election of Board Chair**

The following individuals have been nominated for the position of Board Chair before the meeting:

1. Larry Tiedemann, self-nominated (The Town of Tofield, and the Summer Village of Mewatha Beach)
2. Jennifer Anheligher, self-nominated (The town of Morinville)

*1st call for nominations (30 seconds)*

*2nd call for nominations (30 seconds)*

*3rd call for nominations (30 seconds)*

**M13- Maxine Fodness moves that nominations for the position of Board Chair cease.**

Candidates are allowed 3 minutes to introduce themselves and speak about their vision for the Library System. Candidates will speak in order of nomination.

1. Larry Tiedemann
2. [Jennifer Anheligher](#)

**Jennifer Anheligher has won the NLLS Board Chair position.**

## **Election of Zone 1 Representative**

The following representatives are eligible for service as the Zone 1 representative:

1. Kelly Chamzuk (Athabasca County)
2. Linda Fenerty (Smoky Lake County)
3. Janine Paly (Thorhild County)
4. Edith Yuill (Town of Athabasca)
5. Amy Cherniwchan (Town of Smoky Lake)
6. Barbara Smith (Village of Boyle - Already an Officer-at-large)
7. Leroy Kunyk (Village of Vilna)
8. Tyson Berlinguette (Village of Waskatenau)
9. Edwin Tomaszuk (Summer Village of Bondiss)

**10. Curtis Schoepp (Summer Villages of Island Lake, Island Lake South, Sunset Beach, Whispering Hills, West and South Baptiste) Currently Serving**

**11. Larry Tiedemann (Summer Village of Mewatha Beach) Currently Serving**

*1st call for nominations (30 seconds)*

**Barbara Smith nominates Kelly Chamzuk**

*2nd call for nominations (30 seconds)*

*3rd call for nominations (30 seconds)*

**M14 – Lyndie Nickel moves that nominations for the position of Zone 1 representative cease.**

**Kelly Chamzuk has won Zone 1 seat by acclamation.**

### **Election of Zone 3 Representative**

The following representatives are eligible for service as the Zone 3 representative:

1. Barry Bruce (Beaver County)
2. Daniel Warawa (Lamont County)
3. Tanya May (Town of Bon Accord)
4. Len Falardeau (Town of Bruderheim)
5. Loraine Berry (Town of Gibbons)
6. Colleen Holowaychuck (Town of Lamont)
7. Jennifer Anheligher (Town of Morinville - already a member-at-large)
8. Sandra Nicholson (Town of Mundare)
9. **Dwayne Spicer (Town of Redwater) Currently serving**
10. Larry Tiedemann (Town of Tofield)
11. Barry Goertz (Village of Andrew)
12. Travis Schiewe (Village of Holden)
13. Lyndie Nickel (Village of Ryley)
14. Cindy Lefsrud (Town of Viking)

*1st call for nominations (30 seconds)*

**Josh Crick nominates Dwayne Spicer**

*2nd call for nominations (30 seconds)*

**Linda Fenerty nominates Lyndie Nickel**

*3rd call for nominations (30 seconds)*

**M15- Cindy Lesfrud moves that nominations for the position of Zone 3 representative cease.**

**Dwayne Spicer has won the Zone 3 seat**

The number and type of officer-at-large positions will be made available in the following order:

- Officer-at-large Indigenous
  - **No one available to run**

Officer-at-large Summer Village

*1st call for nominations (30 seconds)*

**Dwayne Spicer nominates Larry Tiedemann**

**Curtis Schoepp self nominates**

*2nd call for nominations (30 seconds)*

*3rd call for nominations (30 seconds)*

**M16- Darlene Beniuk moves that nominations for the position of Officer at Large – Summer Villages representative cease.**

**Larry Tiedemann has won the Officer at large – Summer Villages seat**

Officer-at-large (Josh Crick currently serving)

*1st call for nominations (30 seconds)*

**Barbara Smith nominates Josh Crick**

**Linda Fenerty nominates Lyndie Nickel**

**Dwayne Spicer nominates Curtis Schoepp**

*2nd call for nominations (30 seconds)*

*3rd call for nominations (30 seconds)*

**M17- Jennifer Johnson moves that nominations for the position of Officer at Large representative cease.**

**Josh Crick has won the Officer at large.**

**M18-Darlene Beniuk motions to destroy paper ballots, all in favor, motion carried.**

Officers at large positions will follow the same format of calls for nominations as Zone Representatives.

**13. Next Meetings**

Friday, August 25, 2023 (ONLINE) 10 am

Friday, November 24, 2023 (IN-PERSON & ONLINE) 10 am

**Executive Committee**

Friday, Jun 9, 2023, at 10:00 am - in Morinville (online option available)

**Policy Committee**

Thursday, Jun 1, 2023, at 8 am (online)

**14. Adjournment at 12:30pm**

# 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=T1I5RVlwdmpHL3pvb1IDdTJudUtGUT09>

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.anheligher@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 [minutes of May 26, 2023](#) as presented all in favor, motion carried.

### **For Information**

5. [Chairperson's Report](#) –Jennifer Anheliger

M3- Wanda Cochrane motions to accept the Chairs report as presented, all in favor, carried.

6. Alberta Library Trustee Association ([ALTA](#)) report –Jennifer Anheliger

M4- Kelly Chamzuk motions to accept the ALTA report as presented, all in favor, carried.

7. [Budget Vs. Actuals](#) & [Financial Management Report](#) - 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**

# 2023-11-24 Board Meeting Minutes-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=T1I5RVlwdmpHL3pvb1IDdTJudUtGUT09>

Meeting ID: 912 878 2619

Passcode: Executive

10:00 AM Friday, November 24, 2023

## General Board Mtg Full Package

**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](mailto:jennifer.anheliger@morinville.ca)

1. Call to order & Quorum (31) 10:01am called to order by Dwayne Spicer.

[Board Attendance](#)

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

**M1.** Barbara Smith motions to approve the agenda as amended, all in favor, motion carried.

### 4. Approval of the [minutes of August 25, 2023](#)

**M2.** Karl Hauch motions to approve the Minutes of August 25, 2023 as amended/presented, all in favor, motion carried.

### 5. 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.

**M3. Jennifer Johnson motions to accept the new and updated policies as presented, all in favor, motion carried.**

## **POLICIES TO DELETE**

Section 2:1A - [Policy Statements](#)

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

**M4. Vicky Lefebvre motions to delete the policy statement 2.1A as presented as redundant, all in favor, motion carried.**

## **Board Development Moment For Decision**

### **6. 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](#)

**M5. Larry Tiedeman motions to approve the budget as presented, Kelly Chamzuk seconds, all in favor, motion carried.**

## **7. 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.

**M6 Loraine Berry motions to accept the NLLS Plan of Service 2024-2026 as presented, all in favor, motion carried.**

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](#).

**M7. Lyndie Knockleby motions to accept the 2024 NLLS Implementation Plan, all in favor, motion carried.**

## **8. [Alberta Library Trustee Association \(ALTA\) report](#) –Jennifer Anheliger**

**M8. Norm Noel motions to approve the ALTA report as information, all in favor, motion carried.**

## **9. [Library Managers Council report](#) - Jodi Dahlgren**

**M9. Karl Hauch motions to approve the ALTA report as information, all in favor, motion carried.**

## **10. [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).

**M10. Larry Tiedemann motions to approve the financial report as presented, all in favor, motion carried.**

Insurance comparison between AB Munis and RMA to be looked at.

## **11. 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 23<sup>th</sup> (Friday) 10 am (online)
- May 24<sup>th</sup> (AGM Friday) 10 am (In person with online option)
- August 23<sup>rd</sup> (Friday) 10 am (In person with online option)
- November 29<sup>th</sup> (Friday) 10 am (online)

#### **Next Executive Committee Meeting**

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

## **12. Adjournment.**

**M11. Jennifer Johnstone motions to adjourn at 11:24am.**