

MARIGOLD LIBRARY SYSTEM
 Board of Management
Saturday, January 27, 2018
 Four Locations via Videoconference
Airdrie, Hanna, Strathmore and Turner Valley
MINUTES

| MARIGOLD BOARD MEMBERS IN ATTENDANCE | | | MARIGOLD HQ STAFF IN ATTENDANCE | |
|--------------------------------------|---------------------------|----|---------------------------------|--------------------|
| ACADIA | Maxine Booker | 1 | Laura Taylor | |
| ACME | Daniel Leronowich | 2 | Lynne Thorimbert | |
| BEISEKER | Sharon King | 3 | Caleigh Haworth | |
| M.D. BIGHORN | Lynda Lyster | 4 | Carlee Pilikowski | |
| CANMORE | Judith Smith | 5 | Nora Ott (recording) | |
| CEREAL | Elaine Michaels | 6 | Alida Pituka | |
| CHESTERMERE | Lennox Gomes | 7 | Richard Kenig | |
| COCHRANE | Susan Roper | 8 | Jessie Bach | |
| CROSSFIELD | Jo Tennant | 9 | Nicole Talsma | |
| DELIA | Jordan MacNutt | 10 | Kristine den Boon | |
| DRUMHELLER | Margaret Nielsen | 11 | Lynn Blain | |
| FOOTHILLS M.D. | Eleanor Chinnick | 12 | | |
| HANNA | Melanie Jensen | 13 | | |
| HIGH RIVER | Heather Meszaros | 14 | REGRETS WITH NOTICE | |
| HUSSAR | Kristen Anderson | 15 | AIRDRIE | Kayla Jessen-White |
| I.D. #9 | Ghada Wirth | 16 | CARBON | Guss Nash |
| IRRICANA | Shannon Simmons | 17 | CONSORT | Michael Beier |
| KNEEHILL COUNTY | Glen Keiver | 18 | GHOST LAKE | Donna Bauer |
| LONGVIEW | Jan Dyck | 19 | LINDEN | Wendy Marsh |
| MORRIN | Karen Neill | 20 | | |
| OKOTOKS | Marian Walsh | 21 | | |
| OYEN | Ed Hogan | 22 | | |
| ROCKY VIEW COUNTY | Dimitri Dimopoulos | 23 | VACANCIES | |
| ROCKYFORD | Gary Billings | 24 | KANANASKIS I.D. | |
| SPECIAL AREA# 3 | Helen Veno | 25 | SPECIAL AREA # 2 | |
| STANDARD | John Getz | 26 | YOUNGSTOWN | |
| STARLAND COUNTY | Lil Morrison | 27 | | |
| STRATHMORE | Denise Peterson | 28 | | |
| TROCHU | Bonnie Munro | 29 | | |
| TURNER VALLEY/ BLACK DIAMOND | Nancy Jackson | 30 | REGRETS WITHOUT NOTICE | |
| WAIPAROUS | Janine Jevne | 31 | BANFF | Corrie DiManno |
| WHEATLAND COUNTY | Amber Link | 32 | EMPRESS | Sheila Howe |
| | | | MUNSON | Lyle Cawiezel |
| | | | SPECIAL AREA #4 | Lisa Vert |
| | | | THREE HILLS | Marilyn Sept |
| | | | | |
| GUESTS | | | | |
| Peggy Emslie | Sheep River Library Board | | | |
| Ted Bain | Sheep River Library Board | | | |
| Deb Hutton | Sheep River Library Board | | | |

A G E N D A

1. CALL TO ORDER - L. Lyster called the meeting to order at 9:28 am

1.1 Introduction of delegates, guests, and staff

- Delegates from each location introduced themselves
- Will Warwick, Chair of the Town of Hanna Chamber of Commerce, gave greetings from the Town of Hanna

1.2 Recognition of new Board members

- There are no new Board Members
- There are currently three vacancies

2. APPROVAL OF AGENDA

MOTION: J. Dyck/ J. Getz

- To approve the agenda

CARRIED

3. MINUTES OF THE NOVEMBER 18, 2017 MEETING

MOTION: H. Meszaros/ J. Jevne

- To accept the Minutes of the November 18, 2017 meeting

CARRIED

4. CONSENT AGENDA

4.1 Transfer of agenda items from consent agenda

- There were no items to be transferred from the consent agenda

4.2 Motion to accept remaining consent agenda items

MOTION: G. Wirth/ G. Billings

- To approve agenda items 4.1 to 4.4

CARRIED

4.3 Committee Reports

- 4.3.1 Executive
- 4.3.2 Finance
- 4.3.3 Governance
- 4.3.4 Standards and Services
- 4.3.5 Human Resources
- 4.3.6 Advocacy
- 4.3.7 Building

4.4 ALTA Report – Lennox Gomes

5. DECISION

5.1 Financial

5.1.1 Marigold Financial Statements to December 31, 2017

MOTION: M. Walsh/ G. Billings

- Subject to audit, the Marigold financial statements to December 31, 2017 be accepted as presented

CARRIED

5.1.2 RISE Financial Statements to December 31, 2017

MOTION: A. Link/ E. Chinnick

- Subject to audit, the RISE financial statements to December 31, 2017 be accepted as presented

CARRIED

5.1.3 Marigold Operating Budget 2018 – 2020

MOTION: D. Peterson/M. Booker

-To approve the Marigold Operating Budget for 2018 and the projected budget for 2019 and 2020

CARRIED

5.1.4 Marigold Capital/Projects Budget 2018

MOTION: J. Getz/ S. Roper

-To approve the Marigold Capital / Projects Budget for 2018

CARRIED

5.2 New Building Update

-J. Getz, Vice Chair of the Marigold Board, provided an update on the progress towards the new headquarters facility in Strathmore. Progress includes:

- Meeting with Town of Strathmore to determine what was needed for a land purchase.
 - Ideal zoning is highway commercial.
 - A waiver for off-site levies will be requested
- Met with Alan Parkin from Wheatland County to investigate possible funding in the form of a low interest loan or line of credit.
- Meeting with WID to obtain a market value for a potential property. Marigold would require two to three acres of land. MLS will meet with WID soon, to determine a price for land
- Currently investigating hiring a lawyer who specializes in land/construction/condominium law.

5.3 Schedule C

MOTION: J. Getz/ M. Walsh

-To approve Schedule C

CARRIED

5.4 Policies/Plans

5.4.1 Contingency Plan for Finance – Finance

MOTION: G. Billings

- To Approve the Contingency Plan for Finance

CARRIED

5.4.2 Schedule B – Distribution of Materials 2018 (Collection Management Policy) – Standards & Services

MOTION: M. Walsh

-To Approve Schedule B: Distribution of Materials 2018 (Collection Management Policy)

CARRIED

5.4.3 Schedule C - Paperbacks and Shared Collections 2018 (Collection Management Policy) – Standards & Services

MOTION: M. Walsh

-To approve Schedule C: Paperbacks and Shared Collections 2018 (Collection Management Policy)

CARRIED

5.4.4 Schedule A – Services Grant 2018 (Transfer Payments Policy) – Standards & Services

MOTION: M. Walsh

-To approve Schedule A: Services Grant 2018 (Transfer Payments Policy)

CARRIED

5.4.5 Schedule B – Community Library Grant 2018 (Transfer Payments Policy) – Standards & Services

MOTION: M. Walsh

-To approve Schedule B: Community Library Grant 2018 (Transfer Payments Policy) CARRIED

5.4.6 IT Capacity Fund Policy and 2018 Schedule A - Standards & Services

MOTION: M. Walsh

-To approve the IT Capacity Fund Policy and 2018 Schedule A: It Capacity Fund Amounts

CARRIED

5.4.7 Integration of Members into Marigold Policy – Standards & Services

MOTION: M. Walsh

-To approve the Integration of Members into Marigold Policy

CARRIED

6. ITEMS FROM THE CONSENT AGENDA

- There were no further items added to the consent agenda

7. GROUP DISCUSSION: ALL IN ATTENDANCE

“When you travel, do you visit libraries? If so, do you have some memorable library visits or stories from near or far. If not, tell us about your favorite library.”

Libraries visited:

- Millwoods Branch in Edmonton
- Manchester in England
- Naples in Italy
- Halifax, Nova Scotia
- Calgary Public Library branches
- Alexandria Library in Egypt
- New York Public Library
- Banff Public Library
- University Library in Turkey
- Thatched hut library in Ethiopia
- Library in Iceland
- San Pedro Library in Belize
- Library in Quito in Ecuador
- Crossfield Public Library
- Grande Cache Library
- Whitehorse, Yukon
- Dawson City, Yukon
- Inuvik, NWT
- Tuktoyaktuk, NWT

8. INFORMATION

8.1 Background Notes and Updates – Laura Taylor

- Marigold continues to offer more direct services to customers including:
 - Outreach (especially to On-Reserve populations)
 - Programs
 - Issuing cards
 - L2U
- Members were asked to contact Michelle Toombs if they wished to arrange a Council presentation

8.2 Marigold’s New Logo and Rebranding – Carlee Pilikowski

-Carlee gave a brief history of Marigold and discussed the logo and rebranding process.

8.3 Upcoming Board Meetings:

- Saturday, April 21, 2018 9:30am – Strathmore, Strathmore Alliance Church
- Saturday, August 25, 2018 9:30am – Crossfield
- Saturday, November 17, 2018 9:30am – Chestermere

8.4 Marigold Board Orientation

- Saturday, March 10, 2018 9:30am – Strathmore, Marigold Headquarters

8.5 Customer Satisfaction Survey –

-Deputy CEO, Laura Taylor, discussed the results of the most recent Customer Satisfaction survey:

- Marigold headquarters staff received the highest rating (4.73 out of 5) which was an increase from the previous year
- Management staff at Marigold examine the data carefully to identify how to make improvements. Some suggestions, from Board members, for improvement of the survey included:
 - Prepare one survey for library members and a different survey for Board members
 - Complete the survey every two years instead of every year
 - Have a long form and a short form like the census forms

8.6 2017 Achievements, Marigold Library System

– Deputy CEO, Laura Taylor, provided a list of what had been achieved in 2017

- Feasibility report completed and passed by Board
- Meetings with WID: Statement of Intent signed to proceed with joint venture
- Infrastructure grant of \$3M kick-started building project
- Letter of Intent signed with Town of Strathmore
- Business Continuity Plan completed
- Wellness account established for Marigold staff
- Indigenous Outreach Specialist hired
- Increased library services to Indigenous members
- Two summer students hired from Siksika Nation
- Website investigation commenced
- IT Manager Richard Kenig and his team were involved in library moves/renovations: Three Hills, Crossfield, Strathmore, Hanna and Airdrie
- The IT Department resolved 1,051 help desk tickets and made 104 on-site visits to member libraries. IT Department completed 1,481 remote sessions with member library staff, totalling over 709 hours
- An IT Policy was developed and approved to update the IT Service Agreement. This information was distributed to member libraries and local board chairs earlier this year.
- Consultants assisted several libraries with weeding and collection inventories
- Consultants conducted 92 on-site and videoconference sessions with Library Managers
- Re-branding and logo initiative
- Professional Development newsletter
- Marigold hosted Open House in Okotoks
- ReNews newsletter launched in fall
- Municipal Election Strategies publication
- Marigold, Peace and Northern Lights partnering to develop online advocacy course with Northern Lakes College
- Attended international ALA (American Library Association) Conference in Chicago
- Expanded Member Libraries Workshop

8.7 Information Sharing – Roundtable

- Banff -Free Pantry for donated food items (the library to supply space only. It was recommended that staff should volunteer their own time to pick-up food.)
- Sheep River -Mountain bikes and helmets available for loan
- High River – Hosted Nerf Wars and a Murder Mystery Evening

- Waiparous – obtained a copy of Watership Down for a father to read to his sick child
- Drumheller – Library Society purchased books for every child registered with Salvation Army Hamper Program at Christmas. They also advertised free cards at the library

9. BOOK DRAW & FREEDOM TO READ WEEK DISPLAY DRAW

-Each location drew for a book and a Freedom to Read Display

Airdrie: Book Draw: Shannon Simmons (Irricana)
Display: Maxine Booker (Acadia Valley)

Hanna Book Draw: Elaine Michaels (Cereal)
Display: Melanie Jensen (Hanna)

Strathmore
Book Draw: Lennox Gomes (Chestermere)
Display: John Getz (Standard)

Turner Valley
Book Draw: Deb Hutton (Sheep River Library Board)
Display: Heather Meszaros (High River)

10. ADJOURNMENT - The meeting was adjourned at 12:10 p.m.




CEO

Board Chair

Marigold Board Meeting January 27, 2018 Background Notes

1. Marigold and RISE Financials Marigold Balance Sheet and Income Statement (unaudited) to December 31, 2017:

Balance Sheet: This snapshot to the end of December 2017 shows that Marigold is in a strong financial position. Vehicles increased \$41,758 because a Ford Transit was purchased and an older Econoline van was sold after the cost of repairing would exceed its value. The building asset increased \$19,917 because the basement bathroom was renovated. Overall, the value of Marigold assets depreciated \$18,028.

As stated in past background notes, the balance sheet includes the 3 million capital grant, which is showed as an increase to GIC's on the asset side and an increase to excess revenue over expenditures on the liability/equity side of the balance sheet.

Income Statement:

Revenue: All revenue has been accounted for. Excluding the capital grant and reimbursements (which are no longer part of the budget), Marigold received \$88,159 more than budgeted. These excess funds came from additional funds in the Library System Operating Grant (line 14) as 2016 population was used instead of 2015 population, \$30,122; interest because investment strategy switched to short-term investments where interest is paid monthly instead of at maturity, \$32,502; misc. income, \$16,158; wage subsidy for two summer students, \$10,898; and indigenous grant, \$3,977.

No hoopla subsidy was received from PLSB for hoopla costs in 2017. Marigold paid a total of \$89,306.28 for this resource in 2017. The cost could have exceeded \$110,000, but the monthly downloads were reduced to two in September, thus reducing monthly invoice costs by over 50%.

Expenditures: Good outcome in 2017. 100% of the year has passed to the end of December; 99% of the expenditure budget has been spent. Expenditures are on track, including salaries at 98%. There were three pay periods in December. Materials are at 91% of budget and the difference is largely due to underspending in electronic resources at 84%. The decrease in monthly hoopla downloads was a result of electronic resources being underspent. Building maintenance was overspent by 26% due to the garage floor repair and computer hardware purchases were overspent by 46%. Some computer purchases will be capitalized by the auditors. Staff computer terminals will be replaced in early 2018. Protocol was overspent by \$1,727 because the Service Recognition policy regarding gifts for Board and staff was updated in late 2016.

The total cost for HVAC expenses was \$9,522.98. Marigold spent \$2,682.77 more in 2017, compared to total costs for HVAC maintenance and repairs in 2016, at \$6,840.21.

Capital and Projects Budget expenditures

In 2017, one van was replaced at a cost of \$42,710 and the basement room was refinished at a cost of \$19,917. \$7,845 was spent to complete the replacement of tables and chairs for the staff room to match the ones purchased in 2016. The replacement of tables and chairs was completed in stages to help contain costs.

RISE Balance Sheet and Income Statement (unaudited) to December 31, 2017:

There was positive activity in the RISE accounts this past year.

As budgeted for 2017, RISE received \$87,000 (Marigold contributed \$37,000 for HQ and 36 libraries. RISE paid Marigold \$4,167 each month for IT staff, administrative costs and Internet and a three-year maintenance agreement was purchased for \$34,950. \$57,282 remains in the RISE bank account until needed for future maintenance costs, hardware replacement and training costs.

2. **Draft Budget for 2018, 2019 and 2020, including Trends**

Director of PLSB, Diana Davidson commented that the 2018 Provincial budget will be 'difficult,' but PLSB is hoping for stable funding. Increases are unlikely. No word yet on 2017 official population as a calculation factor for the provincial grants. Marigold is also unsure about how much funding will be available for on-reserve populations; however, PLSB is working hard to make this an annual grant on a permanent basis.

The population increase in 2017 was 3.5% and the income from levies for 2018 (lines 8-10) was updated to reflect this. Interest on line 19 was reduced from the last draft version of the budget because interest earned on the capital grant must be used for a capital project and cannot be used for operations. Books and AV (line 88) was increased considerably and some minor adjustments to board committees, board travel, protocol, caretaking & landscaping, member libraries travel, L2U and programming were made after the 2017 year-end actuals were included. Services Grants (line 119) was also updated using the new draft version of the transfer policy included in this package.

3. **Schedule C**

At the Board meeting on November 18, a motion passed *"That the current Executive Committee will be the Schedule C Committee for 2019 -2020."*

At the Executive Committee meeting on December 6, a motion passed *"To recommend levy increases of 1.5% for Municipalities with Library Boards, 2.4% and 2.3% for Municipalities without Library Board; 0% for Library Boards for each of two years covered by the upcoming Schedule C amendment: 2019 and 2020."* These were the assumptions shared with Board members in the background notes at the November meeting:

1. Past Schedule C committees felt that it is useful to increase levies each time to mitigate the need for higher levy increases later; however, the timing might not be ideal to increase levy rates substantially when Marigold is building a new building and while voters are mindful of increasing taxes.
2. Consumer Price Index shows a yearly inflation rate to October 2017 for Alberta at 1.3% and for Calgary at 1.4%.

3. There are other factors to consider when setting levy rates, such as costs downloaded to regional library systems because of provincial initiatives; US exchange rates; lower investment revenue; increased costs for e-resources, IT equipment and licenses; building maintenance costs and much more.
4. Past Schedule C committees were committed to harmonizing levy rates for all residents, whether they live in municipalities with libraries or not. Marigold is very close to achieving this. The 2019 and 2020 levy rates for municipalities without library boards has been calculated to come into line with municipal levy rates in 2021. In 2021 and beyond, there will be the same (combined) levy rate for all municipalities.
5. Library Board levies will remain the same at \$4.50 per capita for municipalities with library boards.

Marigold's levy rates compared to the six other regional library systems in Alberta for 2017 rank Marigold in third place for each of the levy rates for municipalities with library boards, municipalities without library boards and for library board levies.

Marigold staff are in the process of creating a package of information to go out to Mayors and CAOs once the proposed Schedule C amendment is approved. Historically, Schedule C information is distributed after the April Marigold Board meeting and AGM so that the most current documents can accompany the package of information including audited financial statements, annual report and value of your investment/power of your library card document.

4. Building Repair Costs

The major building repair costs were for the garage floor replacement and for the basement bathroom renovation, adding up to over \$48,000 in 2017. Costs for preventative maintenance and repair of the HVAC system totaled \$9,523 which is \$2,683 higher than in 2016.

Spruce Park Electric re-set the exterior lighting timers and ordered new lights for the back-parking lot. Marigold has not yet received an invoice for this work. The motor on the built-in vacuum cleaner burnt out. The older vacuum cleaner that Marigold owns is a much better vacuum and it was recommended that it would be a better decision to put a new motor in the existing vacuum cleaner. Repairs and the installation of a new outlet cost \$870.00. A new vacuum cleaner would have cost \$2,918.00.

The contract for sidewalk snow removal was renewed at the same cost as 2016; \$1800.00 for the 2017 - 2018 snow season (Nov. to April) or \$300.00 per month. Marigold has saved costs for grass seeding around the flag pole and for painting interior walls, by having Marigold staff complete these tasks.

5. New Building Update

Since the November 18 Board when John delivered an excellent overview of our recent progress on the new building, there have been more meetings and information gathering:

- **Wheatland County loan:**
 - John, Gary and Michelle met with Alan Parkin, CAO, Wheatland County on November 20. We were encouraged to hear Alan speculate that Wheatland County may be able to provide funds to complete our building project from Wheatland's internal savings. The loan, to be negotiated towards the end of the project when we have expended our savings, might be below prime interest rate and would allow for repayment when we sell our property. This is the best arrangement that we've heard so far.
 - Marigold submitted a letter to Wheatland County on December 21 requesting a loan of up to \$2,000,000.
 - Michelle has offered to speak to Council as a delegation in February.
- **CFEP application**
 - Carla Miklos, Grant Consultant with Alberta Culture and Tourism, provided an update on eligible funding. The estimated Total Project Cost (TPC) is \$7,934,779 and taking into account the \$3,020,484 received from Municipal Affairs, Marigold is eligible to request \$946,905 (maximum funding from the Government of Alberta is 50% of the TPC).

- As per CFEP guidelines, the review and decision-making process takes approximately five to six months. Marigold will receive written notification of the outcome of the grant application in March/April 2018.
- **Meeting with the Town of Strathmore**
 - a. Michelle and David McAllister, General Manager for Western Irrigation District, met with Mark Ruault, Director of Infrastructure & Development Services, and Chuck Procter, Planning department, on December 12. The joint facility project proposal was discussed. Town Staff outlined the sequential planning process and timeframes as indicated by the Town in parentheses:
 - i. Area structure plan (4-5 months)
 - ii. Land-use re-designation (60 days)
 - iii. Subdivision (40 days)
 - iv. Development permit
 - v. Building permits.
 - WID and Marigold requested recommendations for appropriate land-development and architectural consultants who are familiar with the Town processes and requirements.
 - Marigold confirmed that it is critical that the project be completed by December 2020 which is dictated by the terms of the grant funding they have received for this project. The Town confirmed was achievable and likely conservative given the typical timeframes associated with approval processes which are shorter than estimated and have the potential to be run concurrently.
 - Town Staff, WID and Marigold agreed that Highway Commercial was the most appropriate land-use designation for the parcel location for the proposed headquarters.
 - WID and Marigold communicated their interest in requesting a waiver of off-site levies based on their not-for profit status and the various community benefits (including public space) that are contemplated with the project. Staff confirmed this would require a request to Council.
- **Joint Facility Review Committee meeting**
 - Marigold and WID committee members met at Marigold Headquarters on January 9.
 - WID offered to attend the Wheatland County Council presentation in support of Marigold's request for a loan.
 - WID presented the (certified) Appraisal Report of WID land prepared by Furano Appraisal & Advisory Ltd. Marigold understood from WID in November the land value would be approximately \$225,000/acre, but new information was included:
 - The appraisal confirmed the market value for the property to be estimated at \$225,000/acre based on property valuation for a site that has been stripped, serviced and offsite levies paid.
 - A value of approximately \$199,000/acre is provided for the market value of undeveloped (Urban Reserve) land.
 - Marigold representatives outlined the need to minimize risks and the need for cost controls. The appraisal emphasized the need to determine when Marigold would purchase the land from WID, what value the purchase price would be based on, and how to determine what other potential costs would be included or excluded in that purchase price.
 - The committee reviewed the proposed Area Structure Plan for WID land and agreed the scope was achievable given the feedback from the Town at the December 12 meeting. WID and Marigold discussed the need to confirm how costs would be divided as the ASP land includes land outside of the 5.73 acres earmarked for the facility project.
 - The conversation with the Town to date has been based on a joint approach for development, and colocation provides a tangible benefit to the Town that may help expedite approval for development. The timing of the project is of more concern to Marigold in light of provincial funding deadlines. The benefit to WID is

to obtain certainty around future rezoning not only for the project parcel but for additional WID lands.

The second issue of ReNews: Marigold's New Building Plans & Progress is included in your Board package.

6. Direct Services

Alberta's library systems, Marigold included, are acknowledging that their roles have evolved to include services delivered directly to residents. We need to start challenging anyone who thinks that we are still a "behind-the-scenes" operation. In the past few months, that has come up several times. It is tricky to understand what a regional library system does in the first place, but we know that we are much more than a "library for libraries."

Recently, there has been a healthy discussion among Alberta's Library System Directors about how library systems have transitioned to provide public library services directly to residents and visitors of member municipalities. For years, library systems branded themselves as "behind-the-scenes" organizations that largely served the needs of the public libraries in each of the regions. Because of the diversification of library services and funding limitations with our libraries in less populated communities, regional library systems have responded by creating and delivering services directly to residents: online resources and conveniences, training, marketing, programming, etc. These changes have resulted in great demands on what and how a library system delivers its services. We budget differently. We hire, train and mentor staff differently. We interact with our members differently. We report differently.

Marigold has always had a direct relationship with residents, notably through the books by mail service (now called Library to You), book deposits and, more recently, with the remote locker installations. From the start, Marigold has issued memberships. For the last 8 years, Marigold has supported and engaged in programming through RISE and by hiring summer students who deliver programs at libraries and other community locations. Marigold has always served patrons who live far away from libraries, and this is still the case today.

Director of Service Delivery, Lynne Thorimbert writes: *There was an interesting discussion at Standards & Services meeting on November 21 about this. The Committee agreed there is often a misconception that Marigold only performs support functions, when Marigold offers a blend of support and direct services. Marigold has had a Direct Services department for decades, which still provides paperback deposit service, mail service to homebound or remote patrons and more. Today, in places like Lake Louise where patrons don't have a local library, Marigold fills a need for digital and physical library resources. The Hussar remote locker and Siksika outreach would likely not exist if not for Marigold's initiative. The business model of library systems has evolved and has an impact on staff time and resources.*

The reason we are eligible for CFEP is because CFEP agreed Marigold provides public library service, public benefit and access through a variety of ways - including through member libraries but also through direct delivery of library services to patrons via Marigold HQ. This supported our argument the facility has public access. I had called CFEP prior to starting the application to ensure we were eligible, and explained our operations in detail to a CFEP officer. If it was determined that Marigold did not provide direct public access or service under the Libraries Act, we wouldn't have been eligible to apply for CFEP. Below is a list of ways Marigold providing direct public library service, much of which was used in our application. Hope all of this is helpful.

Marigold Headquarters delivers a variety of public library services and resources directly to residents in member communities.

Public Programming

- Marigold provides year-round programming to children in member communities such as Minecraft, storytime for preschoolers, coding and literacy programs. Marigold summer students deliver programs and activities at member libraries in support of the national TD Summer Reading Club.

- Marigold provides year-round programming through the TeensBookingIt! platform, an online website that encourages teens and tweens to express and share their creativity regardless of where they live.
- Marigold arranges programming for library patrons of all ages, delivered by experts on a variety of topics (e.g. gardening in Alberta, yoga, creative writing, drawing classes, estate planning, law topics).
- Marigold staff deliver programming to help people become more confident and self-sufficient when using technology. Programs have included how to use digital subscriptions like digital magazines, streaming services and how to use devices and download ebooks.
- Direct library service to residents in Marigold's municipalities and Nations continues to grow with outreach programs. Marigold's Training & Communications Coordinator and Consultants have taught children in schools how to use the Solaro curriculum eResource. Multiple staff have delivered multiple programs hosted at schools on SikSika and Stoney Nakoda Nations.

Library Collections

- Marigold issues library cards to rural patrons via Headquarters and while presenting outreach programming. This way, patrons can access their library accounts through TRACpac (the online catalogue), place holds on library material for pickup at the closest library or download digital content onto their devices.
- Marigold provides collections of large print books loaned to seniors' lodges.
- Marigold makes it possible for residents to use computers, access high-speed Internet and download content in an affordable way. Patrons can access eBooks, streaming music, movies and TV shows, online databases for business training, genealogy research, language learning software, auto repair guides, digital magazines and more, paid for by Marigold.
- Marigold provides Tumblebooks and other eResources for parents to use with babies and preschoolers to build literacy and help prepare them for school.
- Students can improve their grades at home or on their devices with Solaro, an online platform Marigold provides that has test prep and study guides for Alberta curriculum.

Library to You

If residents cannot get to a public library, Marigold interlibrary loans books and audiovisual material such as DVDs by mail. Marigold pays for postage to/from the patron's home mailing destination. Patrons also get remote access to library materials like downloadable eBooks, music and digital subscriptions.

Book Deposits

Residents have access to Deposits located in small communities throughout Marigold. Residents can borrow materials on an honour system basis. Marigold staff help maintain deposits, support a designated local volunteer, sign people up for library cards and present information and activities at community events. Marigold provides 10 brand new bestsellers every month to each deposit and replenishes the collection annually with adult, children's and teen materials.

Interlibrary Loan and Delivery

Marigold staff fill up the interlibrary loan locker in Hussar, getting items directly into the hands of patrons.

Training

Marigold provides training for volunteers (including local boards, other volunteers, and the Marigold Board) and training for the general public. Topics have included trustee training, advocacy, and other educational series.

7. Branding and Logo

Corey Brennan from Elevate, a graphic design and branding company in Calgary, was hired in the Fall of 2017 to work on creating a new logo and designs for Marigold's publications, business cards, website header and more. Marigold is excited that the new

look will be officially launched at the January 27 Board meeting. Marigold has already begun to incorporate the brand into our documents.

The new logo has been on the horizon for a long time and was included in Marigold's Strategic Plan (2016 to 2018). With the work taking place with Marigold's building project and the launch of a new website, the new rebranding will provide a fresh new look for the organization.

8. 2017 Highlights

Our 2017 use statistics from TRAC demonstrate the continued usage and relevance of libraries in Marigold.

- 102,922 people/families have a Marigold library card
- 1,971,591 items loaned to Marigold cardholders
- 929,786 items loaned and borrowed between libraries
- 186,965 eBooks borrowed (including OverDrive & Cloud Library)
- 17,109 items checked out at Marigold libraries by MELibraries patrons (registered at libraries outside TRAC)
- 3,307,958 items available in the TRACpac online catalogue
- 15,973,510 visits to the online library catalogue, including mobile app

2017 eResources statistics:

- Freegal (downloadable music) - 34,296 songs downloaded
- TumbleBooks - 7,915 children's books accessed
- Hoopla - 31,121 items streamed
- PressReader - 19,888 newspaper views
- Zinio - 24,762 digital magazines downloaded
- Solaro - Total of 33,319 instances used including content viewed, quizzes started, tests reviewed, and tests started
- Lynda.com - 866 users viewed 2,623.92 hours of video

Marigold Library System
Board of Management
Saturday, 21 April 2018
Strathmore Alliance Church
Strathmore, Alberta
MINUTES

MARIGOLD BOARD MEMBERS IN ATTENDANCE

| | | |
|-------------------|--------------------|----|
| ACME | Daniel Leronowich | 1 |
| AIRDRIE | Kayla Jessen | 2 |
| BEISEKER | Sharon King | 3 |
| M.D. BIGHORN | Lynda Lyster | 4 |
| CANMORE | Judith Smith | 5 |
| CARBON | Guss Nash | 6 |
| CEREAL | Elaine Michaels | 7 |
| CHESTERMERE | Lennox Gomes | 8 |
| COCHRANE | Susan Roper | 9 |
| CONSORT | Michael Beier | 10 |
| CROSSFIELD | Jo Tennant | 11 |
| DELIA | Janice Hoover | 12 |
| DRUMHELLER | Margaret Nielsen | 13 |
| FOOTHILLS M.D. | Eleanor Chinnick | 14 |
| HANNA | Melanie Jensen | 15 |
| HUSSAR | Kristen Anderson | 16 |
| I.D. #9 | Ghada Wirth | 17 |
| KANANASKIS I.D. | Erum Afsar | 18 |
| KNEEHILL COUNTY | Glen Keiver | 19 |
| LONGVIEW | Jan Dyck | 20 |
| MORRIN | Karen Neill | 21 |
| OYEN | Ed Hogan | 22 |
| ROCKY VIEW COUNTY | Dimitri Dimopoulos | 23 |
| ROCKYFORD | Gary Billings | 24 |
| SPECIAL AREA# 3 | Helen Veno | 25 |
| STANDARD | John Getz | 26 |
| STARLAND COUNTY | Lil Morrison | 27 |
| STRATHMORE | Denise Peterson | 28 |
| TROCHU | Bonnie Munro | 29 |
| WAIPAROUS | Janine Jevne | 30 |
| WHEATLAND COUNTY | Donna Biggar | 31 |

MARIGOLD HQ STAFF IN ATTENDANCE

| | |
|----------------------|-----------------|
| Michelle Toombs | Lynn Blain |
| Laura Taylor | Wendy Rezansoff |
| Caleigh Haworth | Clara Cao |
| Carlee Pilikowski | Barb Froese |
| Nora Ott (recording) | Mike Froese |
| Alida Pituka | Nancy Smith |
| Richard Kenig | Jaspreet Singh |
| Nicole Talsma | Steven Copland |
| Kristine den Boon | |

REGRETS WITH NOTICE

| | |
|------------------------------|------------------|
| ACADIA | Maxine Booker |
| GHOST LAKE | Donna Bauer |
| HIGH RIVER | Heather Meszaros |
| LINDEN | Sonia Ens |
| OKOTOKS | Marian Walsh |
| TURNER VALLEY/ BLACK DIAMOND | Nancy Jackson |

VACANCIES

SPECIAL AREA # 2
YOUNGSTOWN

REGRETS WITHOUT NOTICE

| | |
|-------------|---------------|
| EMPRESS | Kelly Burgess |
| MUNSON | Lyle Cawiezel |
| THREE HILLS | Marilyn Sept |

GUESTS

| | |
|-------------------------|---------------------------|
| Tina Petrow | Airdrie City Council |
| Luella Dickman-Gaultier | Chestermere Library Board |
| Dave McAllister | WID |
| Erin Gregory | Auditor |
| Pat Fule | Mayor of Strathmore |

MINUTES

1. CALL TO ORDER

- L. Lyster called the meeting to order at 9:30 am

1.1 Greetings from the Town of Strathmore – Mayor Pat Fule

-Welcomed delegates to the Town of Strathmore

-Libraries are the great equalizers in the community. Marigold makes the internet more accessible to rural communities

-Marigold Library System people are bright, lively and resilient

1.2 Introduction of delegates, guests, and staff

- L. Lyster asked that the delegates, guests, and staff introduce themselves

1.3 Recognition of new Board members

-There are four new Board members

1. Kelly Burgess - Village of Empress

2. Erum Afsar - Kananaskis I.D.

3. Sonia Ens - Village of Linden

4. Teresa Cameron – Town of Irricana

- There are 41 appointed Marigold Trustees with two Board vacancies:

1. Special Areas #2

2. Village of Youngstown

1.4 Board and staff service recognition

-Three Board members were recognized for years of service:

- Jo Tennant – 5 years
- Karen Neill – 5 years
- Donna Bauer – 5 years

- Eight Marigold staff were recognized for years of service:

- Jessie Bach – 5 years
- Steven Copland– 5 years
- Caleigh Haworth – 5 years
- Glenn Russell –5 years
- Jaspreet Singh – 5 years
- Lynn Blain – 10 years
- Barb Froese – 10 years
- Richard Kenig – 10 years

2. APPROVAL OF AGENDA

7.1 Presentation: History of the WID (Western Irrigation District) – D. McAllister, General Manager, WID, was discussed out of order, but for the purposes of these minutes, it is recorded in the order it appeared on the agenda

MOTION: J. Getz/K. Jessen

-To approve the agenda

CARRIED

3. MINUTES OF THE January 27, 2018 MEETING

MOTION: K. Anderson/L. Morrison

-To accept the Minutes of the January 27, 2018 Board Meeting

CARRIED

Lynda Lyster declared the Regular April Meeting of the Marigold Board meeting recessed at 9:52 am

The Regular April Meeting of the Marigold Board was reconvened at 10:46 am

4. CONSENT AGENDA

4.1 Transfer of agenda items from consent agenda

-There were no items moved from the consent agenda

4.2 Motion to accept remaining consent agenda items

MOTION: E. Michaels/B. Munro

-To approve consent agenda items 4.1 to 4.5

CARRIED

5. DECISION

5.1 Financial

5.1.1 Financial Statements to March 31, 2018

MOTION: L. Morrison/J. Getz

- That, subject to audit, the Marigold financial statements to March 31, 2018 be accepted as presented

CARRIED

5.1.2 RISE Financial Statements to March 31, 2018

MOTION: K. Jessen/E. Chinnick

-That, subject to audit, the RISE Financial Statements to March 31, 2018 be accepted as presented

CARRIED

5.2 New Building Update- J. Getz

-Marigold continues to work towards the building of a larger and better equipped headquarters facility in Strathmore in a joint project with Western Irrigation District

-The benefits of co-ownership include reduced costs of planning, construction and operating a joint facility, alignment with the strategic priorities of all levels of government and enhanced community engagement

-Marigold was invited to submit a letter to Wheatland County requesting a line-of-credit type of loan of up to \$2,000,000. Wheatland supported Marigold's request pending approval of a bylaw by Council and the public. Wheatland County's bylaw preparation is in progress.

-Marigold learned that we were not successful this year in receiving a CFEP grant (Community Facility Enhancement Program). Marigold will re-apply

-Marigold is not eligible for the Canada Infrastructure Bank funding

-Marigold and WID Joint Facility Committee members met at Marigold Headquarters on January 9, January 31 and April 5. WID presented a certified Appraisal Report of the WID land and a draft purchase agreement.

-Marigold retained Borden Ladner Gervais LLP (BLG) to complete legal services required for the new headquarters facility, including review of the draft purchase agreement.

-Marigold and WID engaged CivicWorks to complete planning and design services with the Town of Strathmore for undeveloped WID land.

- J. Getz, S. Grajczyk and M. Toombs met with Strathmore Mayor Pat Fule and Councillor Bob Sobol to discuss how the Town's plans may impact Marigold's building plans and if there are opportunities for waived or reduced fees
- Marigold's legal team is reviewing the draft purchase agreement.
- The timeline for completion of the Area Structure Plan is December 2018

5.3 Extending Plan of Service: Vision 2018

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|---|---------|
| MOTION: K. Anderson/J. Dyck -To extend the goals, vision, mission and values for two years (2019 & 2020) and to rename the Plan of Service: Vision 2020 | CARRIED |
|---|---------|

5.4 Policies/Plans

5.4.1 Policy Development Policy – Governance

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| MOTION: K. Anderson -To Approve the Policy Development Policy | CARRIED |
|---|---------|

5.4.2 Board Member Compensation Policy – Governance

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| MOTION: K. Anderson -To approve the Board Member Compensation Policy | CARRIED |
|--|---------|

5.4.3 Library Service Points Bylaws – Governance

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| MOTION: K. Anderson/M. Nielsen -That the Library Service Points Bylaws for Safety & Use be given first reading | CARRIED |
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| MOTION: K. Anderson/D. Peterson -That the Library Service Points Bylaws for Safety & Use be given second reading | CARRIED |
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| MOTION: K. Anderson/J. Dyck -That the Library Service Points Bylaws for Safety & Use be given third reading | CARRIED |
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| MOTION: K. Anderson -That the Library Service Points Bylaws for Safety & Use, having been given three readings, be accepted as presented | CARRIED |
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5.4.4 Library Service Points Social Media Policy – Governance

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| MOTION: K. Anderson -To Approve the Library Service Points Social Media Policy | CARRIED |
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5.4.5 Contingency Plan for Finance – Executive

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|--|---------|
| MOTION: G. Billings -To Approve the Contingency Plan for Finance | CARRIED |
|--|---------|

6 ITEMS FROM THE CONSENT AGENDA

- There were no items from the Consent Agenda

7 INFORMATION

7.1 Presentation: History of the WID (Western Irrigation District), D. McAllister, General Manager, WID

- The WID was formed in 1944. In 2019 WID will celebrate their 75th Anniversary
- The main objective of the WID is to grow more food with less water
- WID serves a community of farmers and is governed by a Board

7.2 Value of Your Investment/Power of Your Library Card – L. Taylor**

- “The Power of Your Library Card”, highlights the variety of library services available to all residents of Marigold municipalities, including those in remote and rural communities
- The Value of Your Investment outlines direct benefits that member libraries receive from Marigold Library System. The report compares the cost of the levy paid to Marigold by the municipality and library board in relation to the value of services and resources that are received by Marigold. In all cases, the levy paid to Marigold is much less than the value in direct and indirect services and resources that are received.
- Services that are available to all residents include:
 - Consultation
 - Operating grants
 - IT and Network Support
 - Materials and Digital Content
 - Training
 - Programming

7.3 Upcoming Board Meetings

- Saturday, August 25, 2018, 9:30 a.m. – Crossfield
- Saturday, November 17, 2018, 9:30 a.m. – Chestermere

7.4 Updates – M. Toombs

- Marigold should have something in the way of a new Website this fall. Peace Library System is paying 50% of the cost to develop the new website
- The Advocacy Course developed with Northern Lakes College is being tested by 24 participants from Peace, Northern Lights and Marigold. Marigold will offer this course to members at no cost
- There has been a 400% increase in indigenous members in 2018. Marigold will be hiring two students from Siksika this summer
- M. Toombs has scheduled 6 more council visits
- TRAC Directors met with the CEO of Innovative Interfaces
- TAL is investigating Interlibrary Loan reduction costs. Their funding has been reduced. TAL does not have to pay any penalties or fines until their CRA investigation appeal process begins
- The Board Chairs and CEOs will meet with the Deputy Minister at ALC in Jasper. They will be discussing population shortfalls that effect funding, and the value of libraries to communities

7.5 Information Sharing – Roundtable

- D. Peterson invited delegates to visit the new Strathmore Municipal Library. The new library has double the space it had before renovations. On June 9, 2018 there will be a historical walking tour and free BBQ at an original experimental farm; the place where WID began.
- J. Hoover informed members that the school in Delia, where the library is currently housed, will be replaced in 2020. The library will become a “learning commons”

8 BOOK DRAW

- “A Century of NHL Memories: Rare Photos from the Hockey Hall of Fame”, was won by M. Nielsen from Drumheller
- The zero-gravity lawn chair was won by D. Peterson from Strathmore

9 ADJOURNMENT – L. Lyster declared the meeting adjourned at 12:42 pm

CEO

Board Chair

**Marigold Board Meeting
April 21, 2018 Background Notes**

1. Marigold Audit

Erin Gregory will be presenting a high-level overview of Marigold’s 2017 financials at the April Board meeting. Please read the Year-end Financials PowerPoint and Financial Statements to December 31, 2017 in the Board package. Erin will be following the PowerPoint presentation and there will be time for questions.

The management letter from Gregory, Harriman and Associates states “we are pleased to report there are no administrative or accounting issues.” Marigold has had another clean audit and our auditors say that Marigold is in ‘great shape.’

The \$3M Infrastructure Grant from Municipal Affairs (received in June 2017) has changed Marigold’s Statement of Financial Position significantly. The grant will be included in deferred revenue on the Balance Sheet after the 2017 audited financials are approved by the Board because the grant is externally restricted. In other words, there are timelines and conditions attached to the expenditure of this grant and, if we don’t spend it, we have to return the money to the government; therefore, we cannot move this grant money into the internally restricted capital reserve for the new building.

Our surplus for 2017 is around \$537,000, which Erin said is consistent with previous years’ surpluses and was largely because of a larger provincial grant. The Executive approved motions to move surplus funds of \$440,000 into the Capital Building Reserve and \$85,000 into the Capital Vehicle Reserve. The replacement of two vehicles in 2018 had been approved in the Vehicle Replacement Plan. Vehicles with the capacity to haul cargo over long distances are costing over \$40,000.

Kudos to Alida Pituka, our Accounting Administrator, Gary Billings, Treasurer, Executive Committee members and Marigold Management staff for their attention and commitment to ensuring that Marigold is financially accountable and secure.

2. Marigold and RISE Financials

Marigold Balance Sheet and Income Statement (unaudited) to March 31, 2018:

Balance Sheet: Assets and Liabilities details will be adjusted after the audited financials are approved by the Board. The \$3M Infrastructure Grant is the reason for the differences in the 2017 and 2018 columns.

Income Statement:

Revenue: Municipal per capita levy invoices were sent the first week of February and almost all municipalities have paid. The next revenue will be the provincial grants, which typically arrive in June.

Expenditures: 25% of the year has gone by and 26% of the budget has been expended, not including the capital and project budget. TRAC levy, TAL membership, insurance and some e-resource subscriptions are paid in full at the beginning of the year. Expenditures for collection materials and salaries are on track.

Please note that expenditures for the new website development will appear in the income statement on line 38 throughout the year until the auditors determine what portion will be capitalized. Marigold has paid \$32,216.24 to eZSystems for the new website platform and half of this amount has been invoiced to Peace Library System, which is partnering with Marigold in the development of the website platform and content. Marigold and Peace Library Systems are developing an MOU to specify how the sharing of the website project will be handled in the months and years to come.

Insurance costs (lines 29 and 50) decreased from \$38,247 in 2017 to \$29,718 in 2018 (saving \$8,528.45). A review of our schedules resulted in a refund last year because the insurer had not removed a vehicle as instructed. Also, it has been 5 years since the High River flood.

Marigold has \$5,865,837 invested in GICs and ATB Notice Demand accounts. This includes \$75,083 that will come in interest payments. By the end of this year, we will also receive another \$31,500 in interest from our 31 Day Notice Demand Account. The \$3M Infrastructure money, received in June 2017, was invested in two one-year GICs to keep the money separate from other investments and also to have the grant money at the ready when we start to pay for the building construction and other costs.

RISE Balance Sheet and Income Statement (unaudited) to March 31, 2018:

The RISE accounts are stable and adequately funded. There are 83 libraries across Alberta participating in this videoconferencing network and they have paid \$1,000 each for RISE central site and bridging support. Marigold paid \$36,000 for 36 Marigold libraries (\$1,000 each) and will receive \$49,800 in reimbursement from the RISE account for IT staff, administrative costs and Internet (\$4,150 per month). There is considerable IT expertise and oversight needed to operate the central site network equipment. If there are no unforeseen expenses during the year, the RISE account will have about \$40,000 at the end of this year to cover future expenses.

RISE is having a revival in programming and use. There were 55 people in attendance at a recent beekeeping program, and there are a dozen upcoming programs listed on the RISE website: www.risenetwork.ca. Robin Hepher, CEO of Chinook Arch, is preparing a grant application for the use of RISE by an economic development organization to promote entrepreneurship in communities surrounding Lethbridge.

3. Provincial budget announcement for 2018-2019

An email message from Diana Davidson on March 22, 2018 has encouraging news about our provincial grant:

Hello Everyone,

Funding for public library and regional library system operating grants remains stable in Budget 2018. The Government of Alberta is committed to maintaining funding for public libraries and public library services even, and especially, in a fiscally-challenging environment.

Operating grants will remain the same as last year and you can access grant charts at this link: http://www.municipalaffairs.alberta.ca/plsb_funding_and_grants.

We will start paying out 2018-2019 grants once the Legislature has approved Budget 2018. If you need assistance submitting your annual grant application, please contact Jen Anderson, Grants Manager, at jen.anderson@gov.ab.ca.

SuperNet funding, interlibrary loan support, e-content (including the Alberta Ebooks Project), support for services for patrons with print disabilities, and funding for on-reserve and on-settlement Indigenous populations all remains stable as well.

Thank you, Diana Davidson

Because the grants for library system operations, rural populations and Indigenous grants are the same as they were in 2017, we are making a safe assumption that 2016 populations reported to Municipal Affairs are being used for the per capita grant calculations. Our concern is that 2016 populations are really 2011 federal census populations for many rural municipalities which rely on federal census reporting every five years. For example, Wheatland County population was 8,285 in 2013, 2014, 2015 and 2016, and increased 6% to 8,788 in 2017. The MD of Foothills population was 21,258 in 2013, 2014, 2015 and 2016, and increased 7% to 22,766 in 2017. (It takes a year or two for the federal census numbers to be included in the official Municipal Affairs populations.)

While we are thankful that we are getting the same provincial grant amounts as last year when there are significant budgetary pressures on the government, we also recognize that a number of Marigold's municipalities are in a high population growth zone, with Airdrie reporting population increases from 2016 to 2017 of 5%, Cochrane 4.8% and Canmore 7%. By using 2016 populations, Marigold will be losing \$65,594 in potential provincial grant revenue for library system and rural population grants. The 2018 Indigenous grant amount is unknown, although there has been significant population growth on Stoney Nakoda and Siksika Nations as well.

A meeting with the Minister of Municipal Affairs is expected during the Alberta Library Conference in Jasper. Lynda Lyster and Michelle will express gratitude for the Infrastructure Grant and for the opportunity to attend the excellent PLSB Symposium on human resource topics. We may mention in a collaborative and positive way that growing populations bring larger expenses and service delivery expectations, such as the need to purchase more materials and do more deliveries. We will mention the good work that is being done by our staff to build relationships and provide public library services to people who live on the Stoney and Siksika Nations, and we will also mention that library systems make a difference in the lives of rural Albertans by providing affordable Internet access.

4. New Building

The third installment of the ReNews newsletter is in your package. Please share this with your Councils, Library Board members and staff. We are still on track and very pleased to be collaborating with WID. The initial planning phases requires our steadfast attention.

This summary of planning activity since January is also in the ReNews newsletter:

John Getz (Marigold Vice-Chair), Gary Billings (Treasurer) and Michelle Toombs (CEO) met with Alan Parkin, CAO of Wheatland County in November 2017. As a result of that meeting, Marigold submitted a letter to Wheatland County in December requesting a line-of-credit type of loan of up to \$2,000,000. Michelle presented to Wheatland Councillors in February and Council supported Marigold's request pending approval of a bylaw by Council and the public. Wheatland County's bylaw preparation is in progress.

Marigold and WID Joint Facility Committee members met at Marigold Headquarters on January 9, January 31 and April 5. WID presented a certified Appraisal Report of the WID land and a draft purchase agreement. Next steps for the joint project include decisions regarding the purchase of land and legal agreements, including an Area Structure Plan and land re-designation.

The Marigold Executive made a motion on April 4 to retain Borden Ladner Gervais LLP (BLG) to represent Marigold Library System and to complete legal services required for the new headquarters facility, including review of the draft purchase agreement. At the direction of the Executive, Michelle and Lynne Thorimbert, Director of Service Delivery, reviewed options for legal services for the purchase of land, building a new facility and developing a master operations agreement. Interviews were conducted with four firms between February 28 and March 12. BLG lawyers showed an understanding of Marigold's culture and commitment to customer service as well as knowledge and experience in similar real estate and joint construction projects. BLG's fees were in line with the costs for other firms.

On April 4, the Marigold Executive made a motion to proceed with Western Irrigation District (WID) to engage CivicWorks to complete planning and design services for undeveloped WID land. CivicWorks will begin working with the Town of Strathmore on an Area Structure Plan [ASP]. An ASP is required to rezone undesignated Western Irrigation District land, so Marigold can first purchase the land and then build a new headquarters facility. Costs incurred by Marigold for the ASP will be deducted from the purchase price Marigold pays for the land after subdivision. CivicWorks has worked closely with the Town on Strathmore on the community of Heritage Heights and the 390-acre “Prairie Strathmore” residential area, and is familiar with Town planning requirements, public hearings, design strategies, storm water & reserve minimums, and Town bylaws.

John, Michelle and our consultant and former Mayor, Steve Grajczyk, met with Strathmore Mayor Pat Fule and Councillor Bob Sobol to discuss how the Town’s plans may impact Marigold’s building plans and if there are opportunities for waived or reduced fees. We emphasized that our building has been well maintained and has a solid structure that could be beneficial to a future owner.

5. Old Building News

Marigold Headquarters is a solid building with good bones according to our Feasibility Study Architect, Hank Brzezinski. Marigold Board is committed to investing money to maintain the infrastructure so that this facility continues to be a safe workplace and functional for our staff and library system workflows. The issue is that the size of the facility no longer allows Marigold to do its work efficiently.

Here are some facts about our current Headquarters facility that have come to light since we started our planning for the new building:

- a. This building started out as an armory that was constructed in 1953. It is a cinderblock construction with a rifle range in the basement and very thick cement basement walls.
- b. Marigold invested \$40,000 in 1982 and 1983 to fix the building for occupancy because it was unoccupied for a time and in poor repair.
- c. Marigold Library Board owns the title of the building and property.
- d. Marigold paid \$22,000 for 15 years from 1985 to 1999 to purchase the building from the Town. Total paid appears to be \$330,000 plus \$1. So we did not acquire this building for \$1 as we have said all along!!
- e. With the expansion in 1989, the building footprint is 9,600 sq ft, including the one-bay garage.
- f. The property is 1.08 acres. There are 25 parking stalls.
- g. It is zoned P1 Public Service District.
- h. The annual property assessment from the Town has been \$1.58M for 2018 and for several years prior to 2018. Marigold has not done a certified property assessment, although it is expected that this will be done as we prepare to sell the building.
- i. Since 2014, Marigold has invested \$223,164 into major facility upgrades:
 - i. Roof replacement completed in 2015 for \$116,797
 - ii. Parapet walls on roof resurfaced in 2016 for \$11,106
 - iii. Basement Room refurbishment and removal of asbestos tiles in 2017 for \$19,917
 - iv. Garage floor replacement and installation of steel supporting beams in the basement in 2017 for \$20,344.
 - v. The ten-year-old boiler has had regular maintenance and replacement of a pump, valves and heater motor costing \$20,000 over the last four years.
- j. In 2013, Marigold paid Straightline Contracting \$19,875 to do a facility workflow overhaul that included two more offices, a dividing wall, electrical outlets and IT conduit, patching and painting, baseboards and relocating cabinetry.
- k. Another costly upgrade in the near future will be the replacement of our sewer line to the street at a quoted cost of \$35,000. This is needed because tree roots have damaged the very old sewer pipes in our front yard.

Sewer Repair for Headquarters Building

A blockage occurred on February 1 in a sunken pipe on Marigold Headquarters property, causing major sewer backup in the basement that resulted in an insurance claim for cleanup. Trapped root balls had frozen together and roots have overtaken the joints. Gateway Mechanical, Marigold's HVAC and plumbing vendor, was called for emergency service to auger the pipe. It took nearly two days for the crew to clear the pipe and it involved communication with the Town of Strathmore to access pipes from the Town side to access Marigold property. After the emergency was handled, Gateway representatives confirmed the Town has no responsibility for the sewer line because the blockage occurred entirely on Marigold property. Gateway advised that the pipe requires replacement. Marigold is insured for damage/loss to property and that insurance covered the remediation of the sewer backup in the basement. Marigold is not insured for the maintenance and repair costs incurred with Gateway for the emergency service, and we are not insured for the replacement of the sewer line. The Executive Committee made a motion on April 4 to recommend to the Executive to proceed with removal and replacement of the sewer line on the east side of Marigold's property for a cost not to exceed \$36,000. To avoid additional costs, work will begin in spring after the ground thaws.

6. Website Development

Richard is working with eZ systems (Norway) for the platform and Mugo (Vancouver) to design and construct the website including functionality to support the updating of the websites by each of our member libraries. Marigold has 37 library sites (including Hussar), and Peace Library System has 45 library sites, but with a smaller total population. Peace will be sharing the costs of the website development (50/50); we have not invoiced Peace yet for \$16,000 because they are in the middle of a big renovation and Director Linda Duplessis is on vacation.

Richard writes: We (Marigold and Peace HQ staff) have had several website group meetings and discussed our plans for the new websites, what functions and features we would need, and what kind of broad picture design elements we want to have created for us. From that meeting, I took my notes and have created a Website Design document, which was circulated amongst the group and then sent to MUGO for their review. I had several calls with MUGO to clarify functions and features that we were looking for and we scheduled a group meeting for April 9th to discuss all the details in more depth.

The April 9th meeting was very positive, and we have a much better picture of how the development will be proceeding from this point. First steps are to create a sitemap and wireframe. We will then work on fleshing out the design to get the visual aspects of the site confirmed and created. With that completed, we then move in to the development of the functions and features that support the actual use of the site (which is the largest overall portion of the project).

Currently the group is setting up a meeting to go over questions that have arisen, and to discuss the overall navigation and site map features of the new sites. This meeting is still TBD.

7. Hoopla

Kerry Anderson, PLSB Assistant Director, sent this email update on March 16, 2018:

We are pleased to announce that Public Library Services Branch will be investing an additional one-time amount of \$400,000 in hoopla this month.

We heard feedback, loud and clear, at the Provincial Public Library Network Nodes meeting in December that hoopla is both extremely popular and difficult to budget for because of the nature of the service.

We are investing additional funds right now and then will be going to an RFP in 2018-2019 for audiobooks (as that is a need that we heard from you in December as well). This will be the last Provincial contribution to Hoopla under the current contract. Like any other qualified vendor, Hoopla may bid on the upcoming RFP on audiobooks.

This additional one-time Provincial funding of \$400,000 can either serve as continuity funding (if your system/library chooses to continue on with Hoopla independently) or transitional funding (if you choose to rely on the resource that is successful in the future RFP bid for audiobooks).

Marigold will be receiving \$31,000 from PLSB which we can choose to apply to our 2018 hoopla invoices. The total hoopla cost in 2018 is expected to be in the range of \$60,000. The monthly cost of hoopla has stabilized since September 2017 when Marigold reduced the patron download limit from five to two. Hoopla is popular but has a relatively low number of users compared to total number of cardholders. Hoopla tends to be used more often by cardholders in urban areas where Internet downloading is not costly and access is more reliable.

Will we continue to subscribe to hoopla in 2019 and beyond? That depends on the outcome of PLSB's RFP investigation for a e-audio book service and on the recommendation from the Standards and Services Committee.

8. Vision 2018

Marigold's three-year Plan of Service, Vision 2018, is due for review and updating in 2018. The regular updating of this Plan of Service is a requirement by Municipal Affairs before provincial grants are paid.

Based on the recommendation from the Standards and Services Committee and the endorsement of an extension by PLSB's consultant, Ken Feser, Marigold's Executive Committee made a motion on February 21 *"to ask the Board to carry Vision 2018 forward and to extend the plan to 2020."*

The revised Plan of Service: Vision 2020 will be available at the meeting. Does this provide the direction that you expect from Marigold in the next two years while we are preparing to move to a new headquarters building? Are the goals still relevant and stretching for Marigold?

These were the changes from the current Plan of Service: Vision 2018 (also included in your Board package for comparison):

1. Renamed to Vision 2020 (we always wanted that title)
2. Updated the logo and incorporated the tag line that came with our recent rebranding and logo project: *Empower Your Future.*
3. Redesigned the title page.
4. Updated the preamble to explain why we are extending the Plan of Service to 2020
5. Removed the following objective (completed): *"Conduct a feasibility study to determine space needs..."*

Suggested MOTION: *To extend the Mission, Vision, Values and Goals in Vision 2018 to 2020, and to rename the revised Plan of Service document, Vision 2020.*

9. Council Presentations

On March 6, I presented to Rocky View County Policy and Planning Committee made up of Councillors (all new except for the Reeve Greg Boehlke). The presentation was successful and there were many compliments from Councillors, staff and people in the audience including an RCMP Officer. Questions from Councillor Henn focused on our service relationship with schools and about disposing books. After the presentation, Councillor Wright approached me to get library cards for herself and her children because she was keen to use CPL. Nancy Smith contacted her, made the cards and I delivered them to RVC HQ the next day.

I have done seven Council presentations so far this year (Wheatland County, Consort, Acadia Valley, Oyen, Starland County, Rocky View County and Irricana), and have penciled in another six (Special Areas,

Hanna, Linden, Bighorn, Canmore Beiseker). My goal is to do as many as I can this year because there are many newly elected Councillors and because we are appealing for Schedule C signatures. I am particularly keen on presenting to Councils that I have not presented to in the past. Thanks to the Marigold Board Trustees who have paved the way for me: Shannon Simmons (Irricana), Maxine Booker (Acadia Valley), Lil Morrison (Starland County) and Dimitri Dimopoulos (Rocky View County). If you are able to ask your municipal CAO or administrative staff about arranging a delegation from Marigold at an upcoming Council meeting, I would be grateful. It is also very helpful to have the Marigold Trustee in attendance when I do the presentation. Allotted time for the delegation presentation has ranged from 10 minutes to 30 minutes. It is quite a challenge to say what I would like to say in 10 minutes, but I strive to do this when the Council has made this request because of a very full agenda.

14. TAL's GST Audit

This is latest update from the Audit notes that TAL distributed to members in advance of their AGM on April 13, 2018. This report was prepared by TAL's Auditor as part of the Audited Financials.

Contingent Liability: During the year, the Company was audited by the Canada Revenue Agency (CRA) for GST compliance. As a result of that audit, the CRA has advised the Company that it proposes to reassess periods going back to January 2010 for unremitted GST in excess of \$1.2 million, including interest and penalties. The CRA's position is based on their assertions that: (a) Since the Company was acting as an agent for its members with respect to database licensing, it should not have collected GST on these billings, but that, having done so, it failed to remit the GST to the CRA as required. (b) GST should have been charged on membership fees. Management strongly disagrees with the CRA's position. Management's position, supported by case law, is that: (a) The GST reported on invoices to members was simply a flow-through of the GST charged by the vendors. The net effect to the Company was nil. The Company did correctly bill and remit the GST on the licensing service fee charged to members. (b) Membership fees do not confer a significant monetary benefit on the members and, therefore, they should not be subject to GST. Counsel has been retained to appeal these reassessments on behalf of the Company. A notice of objection has been filed and the matter is awaiting the appointment by the CRA of an appeals officer to hear the case. Should the reassessments be upheld by the appeals officer, the Company would have the opportunity to appeal to the Tax Court of Canada. The CRA has agreed to suspend all collection action with respect to these reassessments while the matter is under appeal, provided that the Company remains current with all other tax compliance requirements and its business remains in good financial standing. However, the CRA has exercised its power to withhold all amounts owing to the Company while there is a GST debt outstanding. At year end, the rebates and refunds owing to the Company that have been withheld total \$74,907. Management and the Board believe that the CRA's position is without merit and should be vacated entirely. However, at this time, the outcome of this matter is very uncertain and the actual amount of additional GST, if any, that the Company would be required to remit can not be readily determined. Accordingly, no provision has been made for any amounts which might be payable arising out of this matter. If the Company were to be required to remit additional GST, the payment would be funded out of the General Reserve and, if necessary, the Contingency Reserve. If the Company were required to pay the full amount currently demanded by CRA, or if CRA were to choose to pursue collection before a final judgement is reached, it is unlikely that the company would be able to continue operations, but neither of these events is likely to occur within the next fiscal period

ANNUAL GENERAL MEETING
Marigold Library System
Board of Management
Saturday, 21 April 2018
Strathmore Alliance Church
Strathmore, Alberta
MINUTES

MARIGOLD BOARD MEMBERS IN ATTENDANCE

| | | |
|-------------------|--------------------|----|
| ACME | Daniel Leronowich | 1 |
| AIRDRIE | Kayla Jessen | 2 |
| BEISEKER | Sharon King | 3 |
| M.D. BIGHORN | Lynda Lyster | 4 |
| CANMORE | Judith Smith | 5 |
| CARBON | Guss Nash | 6 |
| CEREAL | Elaine Michaels | 7 |
| CHESTERMERE | Lennox Gomes | 8 |
| COCHRANE | Susan Roper | 9 |
| CONSORT | Michael Beier | 10 |
| CROSSFIELD | Jo Tennant | 11 |
| DELIA | Janice Hoover | 12 |
| DRUMHELLER | Margaret Nielsen | 13 |
| FOOTHILLS M.D. | Eleanor Chinnick | 14 |
| HANNA | Melanie Jensen | 15 |
| HUSSAR | Kristen Anderson | 16 |
| I.D. #9 | Ghada Wirth | 17 |
| KANANASKIS I.D. | Erum Afsar | 18 |
| KNEEHILL COUNTY | Glen Kever | 19 |
| LONGVIEW | Jan Dyck | 20 |
| MORRIN | Karen Neill | 21 |
| OYEN | Ed Hogan | 22 |
| ROCKY VIEW COUNTY | Dimitri Dimopoulos | 23 |
| ROCKYFORD | Gary Billings | 24 |
| SPECIAL AREA# 3 | Helen Veno | 25 |
| STANDARD | John Getz | 26 |
| STARLAND COUNTY | Lil Morrison | 27 |
| STRATHMORE | Denise Peterson | 28 |
| TROCHU | Bonnie Munro | 29 |
| WAIPAROUS | Janine Jevne | 30 |
| WHEATLAND COUNTY | Donna Biggar | 31 |

MARIGOLD HQ STAFF IN ATTENDANCE

| | |
|----------------------|-----------------|
| Michelle Toombs | Lynn Blain |
| Laura Taylor | Wendy Rezansoff |
| Caleigh Haworth | Clara Cao |
| Carlee Pilikowski | Steven Copland |
| Nora Ott (recording) | Barb Froese |
| Alida Pituka | Mike Froese |
| Richard Kenig | Nancy Smith |
| Nicole Talsma | Jaspreet Singh |
| Kristine den Boon | |

REGRETS WITH NOTICE

| | |
|------------------------------|------------------|
| ACADIA | Maxine Booker |
| GHOST LAKE | Donna Bauer |
| HIGH RIVER | Heather Meszaros |
| LINDEN | Sonia Ens |
| OKOTOKS | Marian Walsh |
| TURNER VALLEY/ BLACK DIAMOND | Nancy Jackson |

VACANCIES

SPECIAL AREA # 2
YOUNGSTOWN

REGRETS WITHOUT NOTICE

| | |
|-------------|---------------|
| EMPRESS | Kelly Burgess |
| MUNSON | Lyle Cawiezel |
| THREE HILLS | Marilyn Sept |

GUESTS

| | |
|-------------------------|---------------------------|
| Tina Petrow | Airdrie City Council |
| Luella Dickman-Gaultier | Chestermere Library Board |
| Dave McAllister | WID |
| Erin Gregory | Auditor |
| Pat Fule | Mayor of Strathmore |

ANNUAL GENERAL MEETING 2018

1. CALL TO ORDER – L. Lyster called the Annual General Meeting to order at 9:52 am

MOTION: J. Dyck/S. King

-To approve the Annual General Meeting agenda

CARRIED

2. MINUTES OF THE April 22, 2017 AGM

-The minutes of the April 22, 2017 Annual General Meeting were approved in August 2017 and were available for review

3. Governance Statements

Mission Statement

-Marigold cultivates a collaborative library community to support a range of responsive, quality library services.

Vision

-Leaders in library service and innovation

Values

-Leadership

-Respect

-Responsiveness

-Communication

-Integrity

-Inclusiveness

-Accountability

4. 2017 Audited Financial Statements

- E. Gregory from Gregory, Harriman & Associates presented the 2017 Audited Financial Statements

-The 2017 Audit for Marigold was a clean audit

MOTION: D. Peterson/G. Nash

-That the Marigold Library Board's financial statements, for the fiscal year ending December 31, 2017, be taken as read, verified and approved

CARRIED

5. Appointment of Auditor for 2018

MOTION: G. Billings/M. Nielsen

-That Gregory, Harriman & Associates be named as auditor for 2018

CARRIED

6. Annual Report

-C. Pilikowski presented the Annual Report for 2017

-Members were challenged to distribute one copy of the Annual Report to anyone who does not know what Marigold is or does

-The purpose of the Annual Report is to:

- increase Marigold's visibility, accountability and transparency
- educate community leaders and influential decision makers about Marigold's work and accomplishments
- be a source of reliable information for Board members to use when advocating for Marigold
- to align with the current plan of service

-As stated in the Marigold Agreement, within 3 weeks after this meeting, the Annual Report will be sent to key stakeholders including municipalities and the Public Library Services Branch.

MOTION: K. Neill/L. Morrison

-To accept the Annual Report for 2017

CARRIED

7. Elections & Appointments to Committees – Nominating Committee – J. Dyck/E. Michaels

Board Chair:

Lynda Lyster put her name forward as Board Chair.

After 3 requests for further nominations, there were no further nominations

MOTION: E. Michaels/ J. Dyck

-That Lynda Lyster be appointed Chair of the Marigold Board

CARRIED

-As outlined in Marigold's Constitution, the Vice Chair and Treasurer are chosen from members of the Executive Committee and were appointed at the April 5, 2018 Executive Committee meeting.

MOTION: E. Michaels/ J. Dyck

- That the following members be elected to the Executive Committee for 2018/2019

Chair Lynda Lyster - M.D. of Bighorn.

As representatives from the top three populations in Marigold:

Kayla Jessen - City of Airdrie

Marian Walsh - Town of Okotoks

Dimitri Dimopoulos - Rocky View County

As Members-at-large:

Vice Chair John Getz - Village of Standard

Treasurer Gary Billings - Village of Rockyford.

Maxine Booker - M.D. of Acadia

Lil Morrison - Starland County

Susan Roper - Town of Cochrane

Kristen Anderson – Village of Hussar

CARRIED

Advocacy Committee

MOTION: E. Michaels / J. Dyck

-That Lil Morrison, Melanie Jensen, Kayla Jessen, Helen Veno and Lynda Lyster, as ex officio, be appointed to the Advocacy Committee and that Lil Morrison be appointed Chair and representative on the Executive Committee

CARRIED

Governance Committee

MOTION: E. Michaels / J. Dyck

- That Kristen Anderson, Eleanor Chinnick, Jan Dyck, Margaret Nielsen, Denise Peterson and John Getz be appointed to the Governance Committee and that Kristen Anderson be appointed Chair and representative on the Executive Committee.

CARRIED

Finance Committee

MOTION: E. Michaels / J. Dyck

-That Gary Billings, John Getz and Lynda Lyster be appointed to the Finance Committee and that Gary Billings be Chair. Gary Billings is Marigold's Treasurer and the representative on the Executive Committee.

CARRIED

Standards & Services Committee

MOTION: E. Michaels / J. Dyck

-That Maxine Booker, Elaine Michaels, Jo Tennant, Marian Walsh, Ghada Wirth and Lynda Lyster, as ex officio, be appointed to the Standards & Services Committee and that Maxine Booker be appointed Chair and the representative on the Executive Committee.

CARRIED

Building Committee

MOTION: E. Michaels/ J. Dyck

-That John Getz, Gary Billings, Denise Peterson and Lynda Lyster, as ex officio, be appointed to the Building Committee and that John Getz be appointed Chair and representative on the Executive Committee.

CARRIED

HR Committee

MOTION: E. Michaels/ J. Dyck

-That Susan Roper, Dimitri Dimopoulos, Maxine Booker and Lynda Lyster, as ex officio, be appointed to the HR Committee and that Susan Roper be appointed Chair and representative on the Executive Committee.

CARRIED

8. Signing Authority – G. Billings

MOTION: G. Billings/D. Dimopoulos

-That Chair, Lynda Lyster, or Vice Chair, John Getz, or Treasurer, Gary Billings and CEO, Michelle Toombs or Deputy CEO, Laura Taylor or Director of Service Delivery, Lynne Thorimbert have signing authority where Marigold Library System does banking in Strathmore.

CARRIED

9. Disposal of Records

-During 2017, the records of Marigold Library System for the year 2009 were disposed of in accordance with the Records Management Policy

10. Adjournment of Annual Meeting

MOTION: H. Veno/G. Nash

-To adjourn the Annual General Meeting at 10:33 am

CARRIED

CEO

Board Chair

MARIGOLD LIBRARY SYSTEM

Board of Management

Saturday, August 25, 2018

Crossfield Community Hall

Crossfield, Alberta

MINUTES

MARIGOLD BOARD MEMBERS IN ATTENDANCE

| | | |
|---------------------------------|--------------------|----|
| ACADIA | Maxine Booker | 1 |
| BEISEKER | Sharon King | 2 |
| M.D. BIGHORN | Lynda Lyster | 3 |
| CANMORE | Judith Smith | 4 |
| CARBON | Michelle Lomond | 5 |
| CEREAL | Elaine Michaels | 6 |
| CHESTERMERE | Lennox Gomes | 7 |
| COCHRANE | Susan Roper | 8 |
| CONSORT | Michael Beier | 9 |
| CROSSFIELD | Jo Tennant | 10 |
| FOOTHILLS M.D. | Eleanor Chinnick | 11 |
| GHOST LAKE | Donna Bauer | 12 |
| HUSSAR | Kristen Anderson | 13 |
| I.D. #9 | Alison Brewster | 14 |
| KNEEHILL COUNTY | Glen Keiver | 15 |
| LONGVIEW | Jan Dyck | 16 |
| MORRIN | Karen Neill | 17 |
| OKOTOKS | Marian Walsh | 18 |
| OYEN | Ed Hogan | 19 |
| ROCKYFORD | Gary Billings | 20 |
| ROCKY VIEW COUNTY | Dimitri Dimopoulos | 21 |
| SPECIAL AREA #3 | Helen Veno | 22 |
| STARLAND COUNTY | Lil Morrison | 23 |
| STRATHMORE | Denise Peterson | 24 |
| THREE HILLS | Marilyn Sept | 25 |
| TURNER VALLEY/ BLACK DIAMOND | Nancy Jackson | 26 |
| WAIPAROUS | Janine Jevne | 27 |
| WHEATLAND COUNTY | Amber link | 28 |

GUESTS

| | |
|--------------------------|--------------------------------|
| Miranda Maguire | Public Library Services Branch |
| Louise Cox | Chestermere Library Board |
| Luella Dickmann-Gaultier | Chestermere Library Board |

MARIGOLD HQ STAFF IN ATTENDANCE

| |
|----------------------|
| Michelle Toombs |
| Laura Taylor |
| Lynne Thorimbert |
| Caleigh Haworth |
| Carlee Pilikowski |
| Nora Ott (recording) |
| Alida Pituka |
| Richard Kenig |
| Jessie Bach |
| Nicole Talsma |
| Kristine den Boon |

REGRETS WITH NOTICE

| | |
|-----------------|-------------------|
| ACME | Daniel Leronowich |
| AIRDRIE | Kayla Jessen |
| DELIA | Jordan MacNutt |
| DRUMHELLER | Margaret Nielsen |
| HANNA | Melanie Jensen |
| HIGH RIVER | Darlene Goodwin |
| KANANASKIS I.D. | Erum Afsar |
| SPECIAL AREA #4 | Jodi Kurek |
| STANDARD | John Getz |
| TROCHU | Bonnie Munro |

VACANCIES

| |
|-----------------|
| BANFF |
| HIGH RIVER |
| IRRICANA |
| SPECIAL AREA #2 |
| YOUNGSTOWN |

REGRETS WITHOUT NOTICE

| | |
|---------|-----------------|
| LINDEN | Sonia Ens |
| EMPRESS | Nora Sunderland |
| MUNSON | Lyle Cawiezel |

MINUTES

1. CALL TO ORDER - L. Lyster called the meeting to order at 9:30 am

1.1 Greetings from the Town of Crossfield

-Mayor Jo Tennant welcomed delegates to the Town of Crossfield. Mayor Tennant explained that the Crossfield Library used to be a hotel/bar that had closed. It is now renovated and provides value to the Town of Crossfield

1.2 Delegates, guests, and Marigold staff introduced themselves

1.3 Recognition of new Board members

- Michelle Lomond – Village of Carbon
- Jordan MacNutt – Village of Delia
- Nora Sunderland – Village of Empress
- Alison Brewster – ID9
- Jodi Kurek – Special Area #4

There are vacancies in the Town of Banff, Town of High River, Town of Irricana, Special Area #2 and Village of Youngstown.

2. APPROVAL OF AGENDA

MOTION: K. Anderson/L. Morrison

-To approve the agenda

CARRIED

3. MINUTES OF THE April 21, 2018 MEETING

MOTION: D. Peterson/M. Beier

-To accept the Minutes of the APRIL 21, 2018 Board Meeting as presented

CARRIED

4. MINUTES OF THE April 21, 2018 AGM

MOTION: J. Dyck/E. Chinnick

-To accept the Minutes of the APRIL 21, 2018 AGM as presented

CARRIED

5. CONSENT AGENDA

5.1 Transfer of agenda items from consent agenda

-There were no items to be transferred from the consent agenda

5.2 Motion to accept remaining consent agenda items

MOTION: G. Billings/L. Morrison

-To approve agenda items 5.1 to 5.4

CARRIED

6. DECISION

6.1 Financial

6.1.1 Marigold Financial Statements to July 31, 2018

- Marigold has not yet received the Provincial Grant

MOTION: G. Billings/A. Link

-That subject to audit, the Marigold Financial Statements to July 31, 2018 be accepted as presented

CARRIED

6.1.2 RISE Financial Statements to July 31, 2018

MOTION: E. Michaels/H. Veno

-That, subject to audit, the RISE Financial Statements to July 31, 2018 be accepted as presented

CARRIED

6.1.3 Budget Estimates 2019

MOTION: G. Billings/M. Walsh

-To accept the Marigold Budget Estimates for 2019

CARRIED

6.2 New Building Update

-L. Thorimbert, Director of Service Delivery, provided an update on the progress of the new headquarters facility in Strathmore. Delegates were invited to send letters of support to enhance Marigold's chances of being approved for a CFEP grant. The CFEP grant application will be submitted by mid-September 2018.

6.3 Vision 2020: Plan of Service 2019 - 2020

MOTION: A. Link/E. Hogan

-To approve the Marigold Library System Plan of Service 2019-2020, Vision 2020

CARRIED

6.4 Policies/Plans

6.4.1 Resource Sharing Policy – Standards & Services

MOTION: M. Booker

- To approve the Resource Sharing policy

CARRIED

6.4.2 Schedule A: Principles of Resource Sharing (Resource Sharing Policy) – Standards & Services -

MOTION: M. Booker

- To delete Schedule A: Principles of Resource Sharing

CARRIED

6.4.3 TRAC Card – Operational Bylaw – Standards & Services

MOTION: M. Booker/K. Anderson

-That the TRAC Card - Operational Bylaw be given first reading

CARRIED

MOTION: M. Booker/D. Peterson

-That the TRAC Card - Operational Bylaw be given second reading

CARRIED

MOTION: M. Booker/L. Morrison

-That the TRAC Card - Operational Bylaw be given third reading

CARRIED

MOTION: M. Booker

-To approve the TRAC Card - Operational Bylaw

CARRIED

7. ITEMS FROM THE CONSENT AGENDA

--There were no items from the Consent Agenda

8. INFORMATION

8.1 PLSB (Public Library Services Branch) Update

– Miranda Maguire, Library Consultant, provided an update from the Public Library Services Branch.

8.2 Business Continuity Plan

– L. Thorimbert, Director of Service Delivery, presented information about Marigold's Business Continuity Plan

8.3 Bibliographic Services Update

– J. Bach, Bibliographic Services Manager, explained what is happening in the Bibliographic Services Department

8.4 eResources Presentation

– C. Haworth, Training and Communication Coordinator, provided information about eResources that are available through Marigold Library System

8.5 The Power of Advocacy: Move Your Library Forward Course

– M. Toombs, informed delegates about a course developed by Northern Lakes College in collaboration with Marigold Library System, Peace Library System and Northern Lights Library System. Marigold is offering this course to eight individuals free of charge. Delegates were invited to register if they were interested. The course will be offered again in 2019

8.6 Library Month

– Communications and Marketing Specialist, C. Pilikowski, provided information about the three initiatives that member libraries will be engaged in during Library Month in October. The three initiatives are:

- Snap Shot day
- Alberta Culture days
- Library Card Signup month

8.7 Upcoming Board Meetings

- Saturday, November 17, 2018, 9:30 a.m. – Chestermere
- Saturday, January 26, 2019, 9:30 a.m. – Videoconference, four locations

8.8 Updates

– M. Toombs announced that Driver, Albert Herr, will be retiring at the end of October.

- Twenty member libraries are taking part in the Holds Pilot. Because of the project, patrons are getting their holds faster and deliveries are more efficient with items being sent directly from Marigold Headquarters as opposed to first being sent to member libraries.

8.9 Information Sharing – Roundtable

HUSSAR – The Summer Reading Program ended with a magic show. A young magician taught several young participants five tricks that they performed in the magic show.

CANMORE – Library is thinking of eliminating card fees

OKOTOKS – The library has a new Director, Matt Barabash. Matt comes from the Stettler Public Library

STRATHMORE – The library has been responsible for several enhancements to the community because they have developed enduring collaborative relationships/partnerships with local organizations.

CHESTERMERE – Library is hosting a Gala Event on October 13, 2018. For \$35.00 there is food and a performance of “Les Misérables” in the library.

RECOMMENDATIONS:

-That delegates who wish to share stories or their library’s activities during the roundtable submit their stories/activities to Laura Taylor, so she can include them in the Marigold HQ and Community News document.

-If libraries wish to drop their card fees and ask council to make up the lost revenue, they should consider providing council with reasons why they provide needed services and added value to the community in a Memorandum of Understanding (MOU)

9. BOOK DRAW

The book, Roland Rollinmud: My Life’s Work - 2018 was won by:

- Dimitri Dimopoulos – ROCKY VIEW COUNTY

10. ADJOURNMENT - L. Lyster declared the meeting adjourned at 12:21 pm

CEO

Board Chair

**Marigold Board Meeting
August 25, 2018 Background Notes**

1. Marigold and RISE Financials

Marigold Balance Sheet and Income Statement (unaudited) to July 31, 2018:

Balance Sheet: The 2018-2019 provincial grant money has not been received and this impacts the balance sheet in these areas: Bank balance, Total Assets, Excess of Revenue over Expenditures, and Total Liabilities and Equity. GIC accounts under Assets are a bit lower because we reinvested most of our GICs that came due in June, but we kept some money in our chequing account to cover expenses (luckily).

Expenditures for the new building are being tracked carefully and separately. Auditors have advised us to record these payments on the Balance Sheet, not in the Income Statement, because they are exceptional capital expenditures that will skew income statement comparisons in future years if incorporated into current expenses. So far in 2017 and 2018, new building expenses have totalled \$33,763. This includes payment for the Feasibility Study, legal advice, and consulting for the rezoning and environmental assessment of the property that we intend to purchase.

Reserve amounts were adjusted after the Board approved the 2017 Financials at the AGM in April. The surplus was transferred into two reserve funds: 1) Building, Furniture and Equipment Fund and 2) the Vehicle reserve for vehicle replacements in 2018 and 2019. The Operating reserve was not increased because our Executive and our Auditors felt that it was sufficiently funded.

Income Statement Revenue: Normally, provincial grant money is deposited directly into our chequing account near the end of June; however, this year, a cheque was issued instead, and that cheque has gone astray so it is being reissued. Marigold expects to receive \$1,944,209 in four to six weeks -- the same amount as last year using 2016 population (determined by Provincial Budget):

- a. **Indigenous Project Grant** = \$93,624
- b. **Library System Operating Grant** = \$1,394,358
- c. **(Rural) Library Service Grant** = \$456,227 (no change since 2014 population)

Noted on the Income Statement (lines 12 and 14) is new income from Canmore Rotary Club for the Baby Book Bags project at Stoney Nakoda Nation); last hoopla payment of \$31,000 from Public Library Services Branch; payments for guest passengers on Marigold's chartered bus to the Alberta Library Conference in Jasper; Member Library Workshop registrations and merchandise sales; and government grant wage subsidies for our summer students.

Income Statement Expenditures: 58% of the year has passed to the end of July; 55% of the Expenses budget has been spent. Everything is on track including salaries and materials/e-resources. Hoopla invoices have stabilized in the range of \$5,000 per month. With the higher cost of fuel, we are watching delivery costs although they are still in range (line 58).

Please note that expenditures for the new website development will appear in the income statement (line 38) throughout the year until the auditors determine what portion will be capitalized. To date, Marigold has paid for the annual platform fee to eZ Systems and development work by Mugo (\$36,925). The same amount has been invoiced to Peace Library System, which is partnering with Marigold in the development of the website platform and paying 50% of the costs (see #7 below). Payments from Peace are recorded as reimbursement revenue.

Two large IT related expenditures will soon appear on the income statement (lines 35 and 82):

1. Fortigate devices: Richard Kenig has placed an order for 25 Fortigate devices to replace the existing units at Marigold's smaller libraries. Fortigate devices are used as the core routing appliances for the SuperNet at HQ and library locations and are replaced by Marigold every six years. The total cost for these 25 devices is approximately \$22,000. Annual maintenance costs will be factored into future budgets.
2. Fortigate training: Because these Fortigate devices are so integral to our network, it is beneficial to expand our expertise to better manage and maintain them; therefore, Richard Kenig organized hands-on, 5-day classroom training with a Fortigate instructor to be held at Yellowhead Library System HQ in October. All the other library systems in Alberta use the same hardware, so Marigold is partnering with them to pay for this course at a cost of \$4,306 per person. This cost for three Marigold IT staff members has been built into our 2018 Staff Training budget (line 82).

Investments: \$6,878,575 has been invested in GICs and Notice Demand Accounts according to the Balance Sheet, with 63% of the savings invested at Scotiabank and the rest at ATB. These investments include funds for the new building, vehicle and operating reserves; establishment fund; and cash needed to meet expenses in December and January. The investments are strategically laddered to mature at different times so that we have access to money for our building project. Several GICs matured in June, so we were able to reinvest at higher interest rates. All interest from matured investments is reinvested instead of being used for operating expenses.

RISE Balance Sheet and Income Statement (unaudited) to July 31, 2018:

Balance Sheet: The RISE balance sheet has been adjusted following Board approval of the 2017 Marigold financials. Prepaid accounts include \$24,130 for remaining years of maintenance support for the RISE central site equipment that was purchased in 2016.

Income Statement: Everything is on track.

Caleigh Haworth has been arranging appealing RISE programs with good attendance, including:

- Backyard Chickens – 3 libraries plus the host library
- Essential Oils – 8 libraries plus the host library
- Irregular Income – 4 libraries plus the host library

75 Ways to Save – 8 libraries plus the host library

Vertical Gardening – 9 libraries plus the host library

Because the WID presentation by Dave McAlister was so well received at the April Board meeting, he agreed to do a RISE session on the same topic this fall. A promotion has been included in your Board package, and we are hoping more libraries will register.

2. 2019 Marigold Budget Estimates for Councils

Marigold's estimated budget for 2019 is \$5,361,946, which is 1.5% above the Board-approved 2018 budget. Expenditures follow revenue projections.

Marigold managers began compiling the 2019 draft budget in May and the draft budget will go through several more intense reviews and updates before the final budget is presented and approved at the January 26, 2019 Board meeting.

Factors affecting the 2019 budget projections include:

Revenue:

- Per capita levy rates listed in Schedule C for 2019 have been approved for municipal and library board levies, and on future requisitions, these per capita rates will be multiplied by 2018 populations reported by Municipal Affairs. An increase in population is expected in the municipalities near Calgary where annual census results are reported.
- The Municipal Affairs Business Plan shows that 2019 provincial grants are not expected to increase to account for current population. Public Library Services Branch advises using the previous year's provincial grant amounts for budgeting purposes because the provincial budget is not approved until March at the earliest after Marigold's budget has been approved by the Marigold Board.

Marigold Expenses:

- Both Marigold's service population and patron use of Marigold services has steadily increased; therefore, there are also increased costs for materials, resource sharing, van deliveries, supplies and more.
- Some contract costs are based on current population (e.g., electronic resource subscriptions; TRAC levy; TAL membership; licenses).
 - **Salaries and benefits: +1%**, includes salary grid step increases for eligible staff as well as base pay adjustments for cost of living and other indicators. Marigold's staff costs are partially paid with Indigenous Project Grant funding, transfers from the RISE account and government grants for summer students. Marigold's staff complement totals 34 people including five summer student employees.
 - **Materials, processing, delivery: +6%** for print, AV, e-book and digital purchases. Annual e-book and e-resource subscription costs set by US vendors are increasing faster than inflation. Delivery costs are expected to increase because of the increased cost of fuel, and more frequent trips to high transaction volume libraries.
 - **Transfer payments: +2%**. Service grants for larger communities near Calgary are based on population. There is a base amount for communities with smaller populations.
 - **Admin, Board, building, supplies, vendor services and contracts: 0%** with measures to contain costs for contract services such as insurance, caretaking, landscaping & snow removal and utilities.
 - **Computers, peripherals, licenses, network costs: +4%**. A new website platform is under development, and the costs for this modernized, multifaceted service is considerably higher. IT Manager, Richard Kenig advises that the telephone system at headquarters needs to be upgraded. Computer hardware and licensing are essential to our service, and come with costs that are steadily increasing.
 - **Consultation, programs, marketing: +2%** to cover increased travel costs for Marigold consultants, IT staff and program staff to travel to member libraries. Marigold is providing more direct programming and more programming kits, equipment and games to support programming at member libraries.

- **Capital and project expenditure budget** is built with available funds after operating costs have been subtracted from revenue projections. This 2019 budget will be used to replace two vehicles and for the new website development. Available funds for capital and project expenditures are decreasing year to year as budgets get tighter. It is expected that there will be about 60% less in available funds for capital and project expenditures in 2019 compared to 2018.

3. **Schedule C**

The package with Schedule C for 2019 and 2020 was sent to Mayors and Reeves during the third week of May. The Council package included Schedule C for signing and returning to Marigold HQ; a copy for the municipality's files; a fact sheet explanation; 2017 financials; annual report; and the Value of Your Investment report(s).

As of August 13, we have received signed Schedule Cs from over 60% of our municipal members and over 60% of our population. This means that Schedule C has passed, and we are grateful and thrilled that these milestones have been reached so early.

There have been quite a few signed Schedule Cs from municipalities where I have done presentations for Councils. From February to July 16, I have done presentations for 18 Councils and 2 Library Boards: Acadia Valley MD, Airdrie, Bighorn MD, Canmore, Chestermere, Cochrane Library Board, Consort, Crossfield Library Board, Delia, Foothills, Hanna, Irricana, Linden, Okotoks, Oyen, Rocky View County, Special Areas, Starland County, Strathmore, and Wheatland County. Scheduled for August and September: Three Hills, Drumheller, High River and Kneehill County.

Each of my Council presentation includes a public thank you for your appointment and an acknowledgement of important trustee contributions to Marigold's success. Marigold Trustees, local Library Board members, Library Managers and staff have attended these Council presentations with me and that is much appreciated. At every Council, I have been warmly welcomed and thanked, and there has been considerable interest, great questions and lots of support for public library service. Canmore Library Director Michelle Preston and I did a joint presentation that highlighted the unique value and services provided by both organizations. At the MD of Bighorn and Canmore Council presentations, Rose Reid spoke about the good work that she is doing with residents and service providers at Morley and Eden Valley.

4. **Vision 2020**

At the April 21 Board meeting, a motion was passed to extend the Vision 2018 goals, vision, mission and values for two years. This revised Plan of Service was renamed Vision 2020, and it is attached with an explanation on page two.

5. **New Building News**

Considerable progress has been made on the new Headquarters facility project since the April Board meeting. Marigold and Western Irrigation District Joint Facility Committee members met at Marigold Headquarters on June 7, July 12 and August 15.

In April, Marigold and Western Irrigation District engaged CivicWorks to complete planning and design services for the undeveloped WID land. Kristi Beunder, Darlene Paranaque and Joanna Patton of CivicWorks Planning & Design attended Joint Facility Committee meetings in June and August and provided the following updates:

- The Town of Strathmore confirmed an Area Structure Plan will not be required. The building project will move directly to land use designation and rezoning process, which should result in some cost savings. The project timeline has been expedited due to the waiving of the Area Structure Plan requirement by the Town. Currently, the timeline for completion is early fall 2020.
- Matrix Consultants are completing the environmental screening of the lands to help establish Environmental Reserve and Municipal Reserve requirements. The screening was completed at the end of June.
- CivicWorks has scheduled an Open House on September 13 from 5:00pm-8:00pm at the Strathmore Town Hall. The Open House is an opportunity to inform residents on plans for

the property and for residents to provide feedback to the Town. CivicWorks prepares and distributes flyers with Marigold and WID's input. In preparation for land use designation and subdivision, CivicWorks prepared a draft site plan so committee members could get a sense of how the parking areas, truck access and traffic flow could work.

- The Joint Facility Committee agreed on the need to have a community outreach and engagement strategy. Stakeholders include the Town and residents, Ministries, municipalities, other partners, constituents and staff.

The Committee discussed the information and recommendations from Marigold and WID's legal teams to move forward with a preferred ownership structure. The goal is a facility with two wings, one owned by Marigold, one owned by WID, with each organization having a 50% share in the condo ownership which will include the multipurpose space and common areas (e.g. parking). Purchase and development agreement drafts are being prepared. Marigold and WID are committed to working together and will benefit from construction savings, operating cost savings, shared common space, and from nurturing the positive perception of the project by the Town, elected officials and local residents.

WID advocated with the Town of Strathmore to have offsite levies for the facility waived or reduced. The Town requested WID and Marigold provide information which was brought to Council on Wednesday, July 18. Marigold Executive members attended the Town Council meeting and heard that Council decision to support reducing the offsite levies. Marigold is awaiting confirmation from the Town on what the reduced rate will be.

Brian Henderson, GM of Corporate and Financial Services at Wheatland County, emailed on August 8 that a notice of the requested loan for Marigold will soon be posted in the Strathmore Times. The bylaw was passed by Wheatland County Councillors on first reading, and the bylaw will be presented again if there is no Wheatland County public opposition to the concept of a loan.

In June, Michelle sent a letter and email to Dr. Diana Davidson of Public Library Services Branch to apprise her and Anthony Lemphers, Assistant Deputy Minister, about Marigold's new building progress. The reasons for preparing this letter were to declare our intention to spend the Infrastructure Grant before the deadline of December 31, 2020, and to seek assurance that we are compliant with the Infrastructure Agreement and Libraries Act. On July 10, an email arrived from Ken Allan, PLSB Consultant:

"This is a quick note to inform you that we have received and filed your letter dated June 18, 2018 regarding your ongoing work on your headquarters building project. Thanks very much for providing this update. If you have any further questions regarding this grant, please feel free to contact me. Have a good day."

6. Business Continuity Plan (written by Lynne Thorimbert)

Marigold has completed the development of the Business Continuity Plan [BCP]. BCPs are strategic and focus on returning a business to full, standard operations as soon as possible after an incident. The plan is designed to manage loss of productivity and physical damage resulting from an incident while normal services and operations are being restored. The plan outlines how and where the business will operate if it is forced to move to a temporary location. It identifies the long-term, crucial strategies that are needed to ensure that the business maintains stability.

Marigold's BCP includes information such as contact information for staff, board, vendors and stakeholders, a communication plan with "canned messages" for media and other announcements, the current insurance policy and asset schedules, core documents such as the Board Manual and HR policies, an inventory for specialized equipment used in IT, Bibliographic Services and Delivery Services, and more. There is a "phase table" of recovery actions, organized into critical functions for business recovery as determined by the management team: Phase 1 is what needs to happen to get Marigold HQ up and going again. Phase 2 is when Marigold has re-established some kind of workspace but is still not at full capacity. Phase 3 is when Marigold is back to full operations.

The BCP is updated quarterly. Marigold's BCP is stored in DocuWare, a secure, encrypted virtual document management system. Permission levels provide 10 members of Marigold's

management team and Marigold's Board Chair, Vice Chair and Treasurer access to the BCP virtual filing cabinet. Paper copies of the BCP are securely stored at home. Sensitive data such as payroll and financial information is not stored in the BCP cabinet in DocuWare. Only directional information is provided in the event the CEO, Deputy CEO or Accounting Administrator are not available during business recovery.

7. Website Development

Richard Kenig, IT Manager, has been working with eZ systems (Norway) and Mugo (Vancouver) to design and construct a new website platform that will have functionality to support the updating of websites by each of our member libraries. Marigold has 37 library sites and Peace Library System has 45 library sites. Peace intends to share the costs of the website development 50/50, as set out in a Website Agreement drafted by Marigold's law firm, BLG, and approved by Peace and Marigold Executive Committees.

Over the last several months, Richard writes: the Website Group (Peace and Marigold Staff) have met weekly to discuss the ongoing design creation and platform development being done by Mugo for our new websites. We have completed several major stepping stones on the way to completing the website project. The group has finished the initial site mapping and identified the main components that the websites will need to include. We have reviewed several iterations of the new website template designs and have finalized the projected designs for two templates – one for Headquarters and one for Library websites - and planned for 6 base colour schemes that libraries can initially use and tweak to their individual preferences.

Mugo (our website developer) has completed setting up the platform and hosting environment where all our sites will be stored and served from. They have begun working through several of the major back-end projects, including developing an events manager for calendar functionality, creating a library information database where we can store common information about each library, setting up the folder and user permission structures, creating a library hours database and structure that will allow libraries to always have an up to date and accurate hours listing, and integrated book lists with the Polaris catalogue so staff can create rotating book carousels with themed and/or staff selected materials.

Over the next several months the design plan will be used to create additional plans for tablet and mobile sites – this allows for the “responsive” ability of the site to morph to different formats based on what kind of device users are accessing the information from. Once those design plans are completed, Mugo will begin developing and programming those designs in to the platform. At points during the development process, select staff will be given the opportunity to access the editorial portion of the system to use and attempt to create the new types of content to make sure the workflow is as easy and intuitive as expected.

Richard expects that he will be prepared to do a website demo at the November Board meeting.

8. Advocacy Training

In the Board package, there is an information sheet to encourage Library Board members and Marigold member library staff to sign up for a live online advocacy course. We are looking for eight people who can commit to nine hours of live online course time on four Tuesdays, and at least six hours of preparation time. Marigold will pay for the course with the expectation that there will be participation and completion. If you are interested, please contact Michelle or Laura for more details.

Marigold, Peace and Northern Lights Library System Directors led the initiative to develop this advocacy course for member library staff and board members in partnership with Northern Lakes College (NLC). The course was developed by Connie May Gross, NLC curriculum specialist, with lots of guidance and input from library staff. Connie was the instructor for the first offering of this course to seven Marigold library managers as well as library leaders from the Peace and Northern Lights Library Systems (March to May 2018). The course received rave reviews by everyone who participated in the learning and discussions. Participants received prepared advocacy materials and

practiced presentations for projects such as: an appeal to Council for increased funding, fundraising for a new roof, increased awareness and participation in adult programs; and a presentation for First Nations Chiefs and Councils.

Course deliverables include: self-paced online instruction to introduce advocacy concepts; project management for an advocacy project; toolkit; scads of online resources; and an opportunity to develop and share a presentation with other course participants and for use after the course. Top of mind is how and when to ask for financial support in a competitive environment where resources are limited.

9. **Bibliographic Services Update (written by Jessie Bach)**

I became the Bibliographic Services Manager in January 2017. In the eighteen months since, the Bibliographic Services team has implemented several innovative workflow improvements to increase accuracy and efficiency, and to assist Marigold Library System's selectors, library staff and patrons - all while maintaining an excellent level of customer service. The following summary is far from exhaustive, but I am excited to share an overview of our accomplishments and innovations.

At the heart of what the Bibliographic Services team does is deliver library material to Marigold patrons efficiently, accurately and with accountability, and we continue to be successful in this regard. Backlog of materials remains non-existent, with items regularly entering and leaving the workflow on the same day. Turnaround time for "conversion" material (locally purchased books and AV) is one week. Change is coming in many ways including linked data, browser-based ILS operations, and increased expectations from patrons for quick delivery of materials in the latest formats. We are excited to see what's ahead and to continue to provide the same high level of service to Marigold staff, member library staff and patrons.

2018 is all about patrons. When an item is catalogued, the result is what the patron sees in the TRACpac catalogue. The Bibliographic Services team recognizes that this is a huge opportunity to reach patrons and that the process of finding the desired item or exploring a subject or topic should be as easy as possible. At the Marigold level, the team has made this a priority by performing a variety of database maintenance tasks aimed at increasing the findability of material and the usability of the catalogue. One example of this is the clean-up and standardization of series entries – by ensuring the same heading is used for all the items in a series, they become linked in the catalogue allowing patrons to bring up all the items in a series with one search or one click. For example, if your child loves the Boxcar Children series and you search for "Boxcar Children" in the library catalogue, your search results will bring up *The Yellow House Mystery* and *Surprise Island* even though the words Boxcar Children are not in the books' titles. Another improvement is the addition of alternate titles to the records for television series. Now, whether patrons search for "Game of thrones season 1" or "Game of thrones first season," they will receive the same results.

At the request of the TRAC Directors, the Bibliographic Services Group (or BSG) is working on further improvements to the cataloguing procedures that will see different editions of individual works located on the same record. When the hit TV show *The Handmaid's Tale* came out, for example, TRAC saw a surge of holds on the classic Margaret Atwood novel - there were more than ten editions of this work in the catalogue. The result was that the first edition in the list accumulated dozens of holds (and a long wait time), while there were numerous copies of other editions available. By combining most of the editions together on one record, the holds queue was brought down to a reasonable ratio and holds were filled much faster. Making this a regular practice will result in a more streamlined catalogue experience for patrons, and it will ensure that the holds queue moves as quickly as possible.

At a recent Bibliographic Services team meeting, a staff member noted that "holds are just circling waiting to happen" – brilliant! Marigold strives to ensure that all materials have a holds queue of 10 holds per item or less. Sometimes this can be tough, especially when a book flies under the radar and becomes hot overnight (*Fifty Shades of Grey*, for example) or a blockbuster film is announced on DVD. With a custom-made, weekly holds report, the holds queues can be closely monitored so that more copies of popular material can be purchased. "Rush" accounts with vendors and a subscription

to Amazon Prime allow for in-demand material to be delivered to the member libraries as fast as possible. More holds filled means higher circulation counts.

A recent trend in library materials that you may be familiar with is the addition of “things” to the catalogue. The Bibliographic Services team has recently worked with member libraries to add items such as power tools, garden tools, bicycles, yoga mats, beach toys, a Sega Genesis, museum passes, video games, walking poles, snowshoes, and more to the database. Cataloguing these items can be a challenge, but the team has found a way to make it work. As many of these items are large and/or expensive, a process has been developed for cataloguing them that allows the work to be done remotely. Libraries provide the details of the collection via e-mail or the Marigold shared drive, and then the work is done at Marigold. This saves time, and eliminates any risk associated with shipping these items. Digital objects such as eResources and websites have also been catalogued and added to the database. This increases exposure for these resources, as patrons searching the catalogue for books on the topic may not even know that an online resource is available. A great example of this is the online *Blackfoot Dictionary*, created by the Blackfoot Crossing Historical Park. There is a record in the catalogue that includes the link to this resource so that patrons searching for information about the Blackfoot or Siksika will see that it is available.

Innovations have also been made that affect workflow and operations for Marigold and member libraries. In 2017, a large-scale clean-up project was undertaken that resulted in the deletion of thousands of inactive or unnecessary item records from the database. This has provided more accurate inventory for insurance asset schedules (including insurance costs) and purchasing. It also laid the groundwork for a schedule of ongoing maintenance tasks that will ensure that database holding continue to be accurate. Customized tools have been created to assist Marigold Consultants and member library staff with selection, such as a digital version of the Hotlist and custom catalogues from preferred vendors. Advanced Release Programs (or ARPs) have been implemented to reduce the workload for selectors. Improved controls for Hotlist orders, the Paperback & Shared Collections Budget, and invoicing for cataloguing and processing charges have improved transparency and reduced the risk of error, both human and technical.

10. Holds Pilot:

As of July 9, 2018, Marigold HQ and 20 member libraries have embarked on a six-month pilot project with the aim of getting holds to patrons as quickly as possible. For the libraries that have volunteered to be a part of the Holds Pilot, Marigold staff will be checking in newly processed material at Headquarters rather than sending it directly to the assigned library. If the items are on hold for a patron, they will be transferred right away to that library. If the items do not have any holds or if they have a hold for a patron at the owning library, they will, of course, be sent to the owning library immediately. Participating libraries will receive a list of new items that have arrived for them each week, so that they can stay on top of what's new.

Promoting resource sharing and shortening patron wait times are the main goals of this pilot. Currently, items may take up to a few weeks before reaching the hands of the first person to request the item. This is because they go through quite a few steps before arriving at their destination. These steps include the processing that is done at Headquarters, packing and transporting the item to the owning library, checking it in at the library, then packing it up and transporting it again (sometimes sitting for up to a week before it moves along, depending on the delivery schedule) before it finally arrives at the requesting library. By transferring new material for holds directly from Marigold HQ, most of these steps will become extraneous. Wait time for the delivery of holds will be significantly decreased. There are other advantages as well: new items will spend less time in shipping and experience less wear and tear, and staff time spent on packing and unpacking will be reduced.

Marigold believes this pilot project is a great way to champion libraries and the power of resource sharing. Marigold will share updates, statistics, and information from the pilot project as they become available. Current participants in the Holds pilot are: Acadia Valley, Acme, Beiseker, Berry Creek, Bighorn, Carbon, Cereal, Cochrane, Consort, Delia, High River, Irricana, Longview,

Morrin, Rockyford, Rumsey, Sheep River, Standard, Strathmore, and Trochu. Some libraries have decided to “wait and see” as the pilot would impact their current processes. Airdrie, for example, inserts RFID tags into all their new materials.

As described above, customer service and patron satisfaction are the main reasons why we are doing this pilot. Northern Lights Library System already does this for all its libraries. Another reason is to reduce the delivery volume and save money. We anticipate changes to PLSB’s arrangement with Service Alberta for government courier services sometime in the future. Lynne Thorimbert has been appointed to a provincial committee to review delivery services and will be attending her first meeting in August. Michelle and Lynne attended a meeting organized by PLSB for all the Nodes in May to discuss interlibrary loan software and government courier services and costs. A third reason for this trial is to reinforce the concept that resource sharing is reciprocal. It has come to our attention that some locations are hanging onto their new material for a week or more to entice patrons into their libraries. The downside of this is that their own patrons, along with all other patrons who have placed holds, are waiting a longer time for their hold requests to be filled.

MARIGOLD LIBRARY SYSTEM
Board of Management
Saturday, November 17, 2018
Chestermere City Hall
Chestermere, Alberta
MINUTES

| MARIGOLD BOARD MEMBERS IN ATTENDANCE | | | MARIGOLD HQ STAFF IN ATTENDANCE | |
|--------------------------------------|---------------------------|----|---------------------------------|------------------|
| ACADIA | Maxine Booker | 1 | Michelle Toombs | |
| ACME | Daniel Leronowich | 2 | Laura Taylor | |
| AIRDRIE | Leon Cygman | 3 | Lynne Price | |
| BEISEKER | Sharon King | 4 | Caleigh Haworth | |
| M.D. BIGHORN | Lynda Lyster | 5 | Carlee Pilikowski | |
| CARBON | Michelle Lomond | 6 | Nora Ott (recording) | |
| CHESTERMERE | Lennox Gomes | 7 | Alida Pituka | |
| COCHRANE | Susan Roper | 8 | Richard Kenig | |
| CONSORT | Michael Beier | 9 | Jessie Bach | |
| DRUMHELLER | Margaret Nielsen | 10 | Nicole Dunnewold | |
| FOOTHILLS M.D. | Eleanor Chinnick | 11 | Kristine den Boon | |
| GHOST LAKE | Donna Bauer | 12 | | |
| HIGH RIVER | April Trafford | 13 | REGRETS WITH NOTICE | |
| I.D. #9 | Jean Marc Stelter | 14 | CANMORE | Judith Smith |
| KNEEHILL COUNTY | Glen Keiver | 15 | CEREAL | Elaine Michaels |
| LINDEN | Cynthia Klassen | 16 | CROSSFIELD | Jo Tennant |
| LONGVIEW | Jan Dyck | 17 | DELIA | Jordan Elliot |
| MORRIN | Karen Neill | 18 | HUSSAR | Kristen Anderson |
| OKOTOKS | Marian Walsh | 19 | KANANASKIS I.D. | Erum Afsar |
| ROCKY VIEW COUNTY | Dimitri Dimopoulos | 20 | ROCKYFORD | Gary Billings |
| SPECIAL AREA #3 | Helen Veno | 21 | STANDARD | John Getz |
| SPECIAL AREA #4 | Jodi Kurek | 22 | WAIPAROUS | Janine Jevne |
| STARLAND COUNTY | Lil Morrison | 23 | | |
| STRATHMORE | Denise Peterson | 24 | | |
| THREE HILLS | Marilyn Sept | 25 | | |
| TROCHU | Bonnie Munro | 26 | VACANCIES | |
| TURNER VALLEY/ BLACK DIAMOND | Nancy Jackson | 27 | BANFF | |
| WHEATLAND COUNTY | Amber link | 28 | SPECIAL AREA #2 | |
| YOUNGSTOWN | Renee Laughlin | 29 | | |
| GUESTS | | | REGRETS WITHOUT NOTICE | |
| Ian Huffman | Sheep River Library Board | | EMPRESS | Nora Sunderland |
| Marilyn King | Chestermere Library Board | | HANNA | Melanie Jensen |
| Louise Cox | Chestermere Library Board | | IRRICANA | Teresa Cameron |
| Luella Gaultier | Chestermere Library Board | | MUNSON | Lyle Cawiezal |
| Judy Tidlund | Chestermere Library Board | | OYEN | Ed Hogan |
| Yvette Wagner | Chestermere City Council | | | |
| Debbi Weber | Chestermere Library | | | |
| Cathy Burness | Chestermere City Council | | | |

MINUTES

1. CALL TO ORDER - L. Lyster called the meeting to order at 9:30 am

1.1 Greetings from the City of Chestermere

-Councillor Yvette Wagner provided greetings from the City of Chestermere and on behalf of the Chestermere Public Library Board. Yvette stated that libraries are an integral part of any community because they play a vital role in the cultural and social fabric of the community. She welcomed all the delegates to the City of Chestermere.

1.2 Delegates, guests, and Marigold staff introduced themselves

1.3 Recognition of new Board members included:

- Leon Cygman – City of Airdrie
- Michelle Lomond – Village of Carbon
- Nora Sunderland – Village of Empress
- April Trafford – Town of High River
- Jean-Marc Stelter – ID 9
- Teresa Cameron – Town of Irricana
- Cynthia Klassen – Village of Linden
- Jodi Kurek – Special Area #4
- Amber Link – Wheatland County (was alternate)
- Renee Laughlin – Village of Youngstown

2. APPROVAL OF AGENDA

MOTION: A. Link/M. Nielsen

-To approve the agenda as presented

CARRIED

3. MINUTES OF THE August 25, 2018 MEETING

MOTION: D. Peterson/L. Morrison

-To accept the Minutes of August 25, 2018 meeting as presented

CARRIED

4. CONSENT AGENDA

4.1 Transfer of agenda items from consent agenda

-There were no items to transfer

4.2 Motion to accept remaining consent agenda items

MOTION: M. Walsh/J. Stelter

- To approve agenda items 4.1 to 4.4.

CARRIED

5. DECISION

5.1 Financial Reports and Budget

5.1.1 Marigold Financial Statements to October 31, 2018

MOTION: B. Munro/M. Booker

-That subject to audit, the Marigold Financial Statements to October 31, 2018 be accepted as presented.

CARRIED

5.1.2 RISE Financial Statements to October 31, 2018

MOTION: J. Dyck/E. Chinnick

- That, subject to audit, the RISE Financial Statements to October 31, 2018 be accepted as presented

CARRIED

5.1.3 Draft Marigold Operating Budget 2019-2020

MOTION: K. Neill/H. Veno

- To approve the Draft Marigold Operating Budget for 2019 – 2020 for information CARRIED

5.1.4 Draft Marigold Capital/Projects Budget 2019

MOTION: M. Nielsen/D. Peterson

- To approve the Draft Marigold Capital and Projects Budget 2019 for information CARRIED

5.2 New Building Update

L. Price spoke about the progress made towards to the new building.

- After completing the necessary requirements for land use designation, Civic Works, the urban planning firm hired by Marigold and WID, conducted an open house for town residents on September 13, 2018

-Marigold has been working on an RFP for an architect. The RFP has been reviewed by Marigold's lawyers

-The Purchase for Sale Agreement with WID, to purchase 2.69 acres, was signed on October 17, at the Executive Committee meeting and will go into effect if the land use by-law is passed

-Marigold hopes to begin construction in the fall of 2019

5.3 Marigold Board Committee Vacancies

5.3.1 Nominating Ad Hoc Committee

-E. Michaels' name was put forward for nomination. Elaine will be contacted to see if she will accept the nomination as she was not in attendance at the meeting. J. Dyck will consider volunteering if E. Michaels accepts the nomination.

5.3.2 Standing Committee Vacancies

-There were no volunteers for the vacancies on the Advocacy and Standards and Services Committees. Delegates were asked to contact M. Toombs or L. Taylor if they were interested in joining one of these committees

5.4 Policies/Plans

5.4.1 Finance Policy – Finance

MOTION: M. Booker

-That the Finance Policy be approved

CARRIED

5.4.2 Contingency Plan for Finance – Finance

MOTION: M. Booker

-That the Contingency Plan for Finance be approved

CARRIED

5.4.3 Appointment Plan for Marigold Board Members – Governance

MOTION: M. Nielsen

-That the Appointment Plan for Marigold Board Members be approved

CARRIED

5.4.4 Continuing Education for Board Members – Governance

MOTION: M. Nielsen

- That the Continuing Education for Board Members policy be approved

CARRIED

5.4.5 Orientation for Marigold Board Members - Governance

MOTION: M. Nielsen

-That the Orientation for Marigold Board Members policy be approved

CARRIED

5.5 Freedom to Read Week Proclamation

-L. Taylor read the Freedom to Read Week Proclamation

-L. Lyster proclaimed February 24 to March 2, 2019 as Freedom to Read Week and signed the proclamation

-C. Haworth spoke about the importance of being able to choose what you want to read and how intellectual freedom is challenged when any resource is restricted

6. ITEMS FROM THE CONSENT AGENDA

-There were no items from the consent agenda

7. GROUP DISCUSSION – ALL IN ATTENDANCE

-Marigold is reviewing its Marigold Trustee Orientation presentation and felt it would be helpful to learn what the most important elements are when members are first appointed to the Marigold Board.

The question for the group discussion was:

“You are a newly appointed Trustee to the Marigold Board. What would you want to know about Marigold Library System in the first ten minutes?”

The following responses were provided:

Funding and how it works

What services are provided by Marigold

Strategic Plan

How can I help or add value

List of different things that libraries sign out ... other than books

Value of Your Investment and what it means

Annual report

Acronyms and what they mean

Elevator Speech -a short description of Marigold

How to tell others about Marigold

8. INFORMATION

8.1 Marigold Website Demonstration

-Marigold is working with the Peace Library System and the website design firm, Mugo, to create a new website

-R. Kenig provided a demonstration of the new website including some functionality

8.2 Holds Pilot Update

– L. Price and J. Bach explained how the Holds Pilot project works and talked about the advantages of joining the project. The advantages include:

- Faster service for library patrons
- Streamlined workflows for library staff
- Fulfills resource sharing requirement set by the province
- Reduces delivery volume

-To date, the Holds Pilot Project has been very well received by the 24 member libraries who are participating in the project

8.3 Indigenous Service Best Practice (Best Practices for Alberta Public Libraries)

– K. den Boon spoke about the addition of Indigenous service to the Best Practices for Alberta Public Libraries publication. The new section for Indigenous service includes six broad categories:

- Understand, respect and consult with Indigenous culture and communities
- Promote Indigenous representation of board, staff and volunteers
- Education – of staff and public and for Indigenous community members
- Inclusive collection and collection management policy
- Equitable access
- Welcoming and decolonized spaces

8.4 Updates

– M. Toombs and L. Lyster will be attending the PLSB library Nodes meeting in Edmonton on December 6th and 7th. Topics that will be discussed are:

- Grant funding
- Compliance with library legislation

8.5 Upcoming Board Meetings

- Saturday, January 26, 2019, 9:30 a.m. – Videoconference, four locations (Airdrie, Sheep River – Turner Valley, Hanna, and Marigold HQ)
- Saturday, April 13, 2019, 9:30 a.m. – Strathmore

8.6 Information Sharing – Roundtable

-After working on their Plan of Service, Drumheller has rearranged their library. As a result, the teen room is now a program room

9. **BOOK DRAW**

-The book draw for “The History of Landscape Design in Gardens” by Linda A. Chisholm was won by Marigold Trustee, Sharon King from Beiseker

10. **ADJOURNMENT**

-L. Lyster declared the meeting adjourned at 12:27 pm

CEO

Board Chair

1. Marigold and RISE Financials

Marigold Balance Sheet and Income Statement (unaudited) to October 31, 2018:

Balance Sheet: Excess of revenue over expenditures is \$3,109,736 less than last year mainly because the three million capital infrastructure grant is now being reported as deferred revenue. There is \$50,312 more in the deferred Building Grant because of interest earned in a year after investing the infrastructure grant (\$3,020,000).

Income Statement Revenue:

Three provincial grants equaling \$1,944,209 were deposited into Marigold's operating account:

- \$1,394,358 -- Marigold's operating grant
- \$456,227 -- rural library grant for populations in municipalities where Marigold is the governing board
- \$93,624 -- library grant for residents of Siksika and Stoney Nakoda Nations

Provincial grant amounts were the same as last year because the per capita calculation applied 2016 population numbers. We would have received approximately \$66,000 more if 2017 population was used.

Year-to-date in 2018, Marigold has received \$43,619 (line 12) from unanticipated sources such as the Canmore Rotary Club for the Baby Book Bags project and the last installment for Hoopla from PLSB.

Marigold was fortunate to receive three employment grants for the five temporary student employees hired this summer:

- Canadian Council of Archives – Young Canada Works in Heritage Organizations (Summer Work Experience) - **\$8000**
- Employment and Social Development Canada – Canada Summer Jobs - **\$3264**
- STEP (Summer Temporary Employment Program) - **\$1274**

Income Statement Expenditures:

83% of the year has passed to the end of October; 79% of budgeted expenditures are spent. Everything is on track including salaries and materials. Because of the high cost of fuel, delivery costs (line 58) are 86% spent with more UFA invoices to pay. Staff benefits (line 80) are underspent because Manulife decreased its costs. Health & safety (line 31) is overspent because two staff training sessions were held to comply with new OH&S rules that came into effect this year. Programming (line 76) is overspent because of more RISE sessions and Indigenous programming, as well as more prizes purchased for the teen reading program to entice participation.

Investments: \$7,884,705 has been invested in GICs and Notice Demand Accounts with 55% of the savings invested at Scotiabank and the rest at ATB. These investments include funds for the new building, vehicle and operating reserves; establishment fund; and cash needed to meet expenses in December and January. The investments are strategically laddered to mature at different times so that we have access to money for our building project. Several GICs matured in June, so we were able to reinvest at higher interest rates.

RISE Balance Sheet and Income Statement (unaudited) to October 31, 2018:

Balance Sheet and Income Statement: Stable finances with few transactions.

The Executive Committee approved the amalgamation of the RISE account into the Marigold account starting January 1, 2019. Our auditors were supportive of this decision because they have to combine these accounts to

do our annual audited financials. By combining the RISE and Marigold accounts, Marigold will save some money on audit fees and accounting staff time, and all RISE transactions will continue to be tracked and recorded.

The RISE account was separated from the Marigold account in the past, mostly to account for the shared oversight of RISE by CEOs at Chinook Arch, Marigold and Shortgrass. Managing the RISE network has evolved over the last three years and Shortgrass has withdrawn from this collaboration. Marigold takes full responsibility for maintaining and upgrading the central site equipment and network; Marigold IT staff bridge videoconferences; Caleigh Haworth arranges videoconference programs and expert presenters for Marigold member libraries; and Alida Pituka looks after accounting functions. Marigold has always been compensated by RISE for staffing, equipment and Internet costs.

2. Draft Marigold Operating Budget 2018 to 2020, and 2018 Capital and Projects Budget

The draft budgets for operating and capital/projects budgets are included in the Board package. The final budget is presented to the Board at the end of January Board meeting for final approval with year-end actual expenditures and official municipal populations from Municipal Affairs.

Marigold's draft operating budget for 2019 is \$5,374,770, which is 1.7% above the Board-approved 2018 budget amount of \$5,284,234.

Marigold is the third largest library system in Alberta, based on service population, after Calgary and Edmonton. With a larger service population, costs are higher, and many expenses are calculated on a per capita basis.

In the preparation of this version of the draft budget, these are key considerations:

Revenue:

- **Municipal and Library Board levies:** A 2% per year population increase is used to estimate revenue from levies. This is typically a conservative estimate of population growth; however, there are many factors that affect population changes in a region which is as large as ours (44 municipalities and an area that is larger than Switzerland). Municipal Affairs usually confirms official population statistics in January.
- **Provincial grants:** Public Library Services Branch (PLSB) recommends using the past year's provincial grant amount for the current budget projections because the provincial budget is approved after the Marigold budget is approved by the Marigold Board. Provincial grants were calculated using 2016 populations and we expect the same in 2019.
- **Indigenous grant:** In 2016, PLSB provided a grant so that library systems could provide library service to on-reserve populations. The grant for 2018 was \$93,624 based on 2016 official population reported by Municipal Affairs. We anticipate the same for 2019.

Expenditures:

- Budgeted expenditures that are **based on population** include the TRAC levy, contract subscription fees for online resources, as well as TAL and other organizational memberships. Service cost increases that mirror population increases include delivery costs, materials allocations and service grants.
- **Salaries and benefits:** An overall increase in staff costs of 1.3% includes salary grid step increases for eligible staff, and cost of living adjustments under review by the HR and Executive Committees. Salaries account for 36% of the total budget; Marigold has the lowest percentage of salary relative to total budget when compared to other library systems.
- **Materials, processing, delivery:** The minimum number of collection items distributed to member libraries is defined by a population-based formula that takes into account population increases in fast-growing communities. E-book and e-resource costs set by US vendors are increasing faster than inflation,

and delivery costs are expected to increase because of fuel costs and more frequent trips to high volume libraries.

- **Transfer payments:** A 2% increase is used to estimate the total cost of per capita grants that are paid to member libraries to support resource sharing. These amounts are established in the Transfer Payments Policy and confirmed by the Board when the final budget is passed.
- **Admin, Board, building, supplies, vendor services and contracts:** The per capita TRAC levy is increasing because of population increases, and also because the four library systems in TRAC are contributing money for a capital replacement reserve for the ILS. Building costs will continue to be reported under Balance Sheet Assets because they will likely be capitalized. Actual building costs will be clearer after an architectural firm, selected by RFP, confirms the new building size, design and costs.
- **Computers, peripherals, licenses, network costs:** New website development costs are being tracked as operational expenses until the auditors determine what will be capitalized. The Aruba Wireless hardware is scheduled for replacement in 2019.
- **Consultation, programs, marketing:** The annual Member Libraries Workshop is growing in attendance and will be held in a larger Calgary hotel in 2019. Marigold will save money on cell phones after negotiating a new cell phone contract based on Government of Alberta rates as a result of being a member of AUMA.
- **Capital and project expenditures** for 2019 are based on available funds after operating costs have been subtracted from revenue projections (line 125). This amount will be used to replace two service vehicles in 2019. Available funds for capital and project expenditures are decreasing year to year as budgets get tighter.

At the November Board meeting, board members will be asked to vote to approve both of these draft budgets.

Explanations appear in the Comments contained in the draft operating budget. There will be further refinement as year-end actuals and current population numbers become available in January.

3. Schedule C

The package with proposed levy rates for 2019 and 2020 (Schedule C) was sent to Mayors and Reeves in May 2018. The Council package included Schedule C for signing and a copy for the municipality, a fact sheet explanation, financials, annual report and Value of Your Investment report(s).

As of November 9, all but one municipality has signed or has communicated their intention to sign Schedule C. The Marigold Agreement requires 60% of municipalities to send us signed Schedule C's to confirm these levy rates, so we are pleased to announce that Schedule C has passed. Marigold is grateful for the municipal support and for such a quick turnaround this time.

4. New Building News

a. Finances

As of October 31, 2018, Marigold has spent \$80,965 on the new building project, including consultant's work to research and prepare materials for submissions to Town of Strathmore for rezoning and for staging the public open-house (\$19,367). Marigold is paying 25% of this total cost and WID is paying the remainder. Marigold has also paid for legal advice and contract preparations by our legal counsel, BLG (\$18,970). An additional \$22,500 is included as a down-payment for the land as specified in the Purchase Agreement. The auditors deferred \$20,127.50 from the total costs of the Feasibility Study expenses in 2017 so that this amount can be capitalized.

Expenditures for the new building are being tracked carefully and separately. Auditors have advised us to record these payments on the Balance Sheet, not on the Income Statement, because they are exceptional capital expenditures that will skew income statement comparisons in future years if incorporated into current expenses.

Marigold was jubilant to receive word from Wheatland County in mid September that Marigold's request for a loan of up to \$2M (as needed to complete the building project) has been approved after three Council readings. We have expressed our gratitude to Wheatland County Councillors and Administrative staff.

b. Project Progress

Marigold and the Western Irrigation District have continued to work with the Town of Strathmore and our urban planners, CivicWorks Planning & Design, in the final steps towards land use designation. On September 13, CivicWorks hosted the Open House at the Town of Strathmore council chambers. Lynda, Gary, Michelle, Laura, Lynne and David (WID) were in attendance to answer questions and converse with residents. The majority of residents from the Glenwood area, the residential area to the north of the proposed facility site, stopped by to view the display boards and conceptual site plans. Town of Strathmore Mayor, Pat Fule, was very positive about the project and was pleased with the project timeline. Several Councillors also attended, including Marigold representatives Denise Peterson (Strathmore) and Amber Link (Wheatland County), as well as Peter Tindall from MLA Leela Sharon Aheer's office. CivicWorks stated that the feedback was mostly positive with more queries about what the Town intended to do with the public service-zoned park space and fewer questions or concerns about the joint facility. The Town requested that the public engagement materials and conceptual site plans presented at the Open House in September be displayed at the Strathmore Municipal Library during October.

The Town of Strathmore approved first reading of the Land Use Bylaw on November 7. A notice has also been placed in the paper. A public hearing on the land use redesignation is scheduled to give input to Council on December 5.

Marigold's legal counsel, BLG, has prepared a Purchase and Sale Agreement in consultation with WID's legal counsel, McMillan LLP. The Marigold Executive approved the Purchase and Sale Agreement on October 17.

The Joint Facility Committee has not met since August 15. A Marigold Building Committee meeting is scheduled for December.

MLA Leela Sharon Aheer, who is the UPC candidate for the soon-to-be-changed Chestermere – Strathmore electoral boundary, recently visited WID to meet with David McAllister, Laura Taylor and Lynne Thorimbert. Below is the post from her Facebook account:



c. Grant applications

Community Facility Enhancement Program (CFEP) Large Funding Stream – Update: After much investigation and many conversations, we learned that Marigold is not eligible for a CFEP Large Funding Stream grant because of the joint facility ownership structure. This wording from the CFEP Guidelines was confirmed by Angela Schreiner, CFEP coordinator: *Other Government of Alberta funding may not be used as a matching resource for a CFEP grant. Maximum funding from the Government of Alberta cannot exceed 50 per cent of the total project cost.* Marigold will continue to seek additional funding sources as the build progresses. We would like to sincerely thank everyone who already wrote a letter of support for CFEP or indicated your willingness to do so. Your time and advocacy are very much appreciated. We will keep Board members apprised if there are other ways to assist with further funding efforts.

Community Initiatives Program (CIP) Project-Based Stream – Update:

When we discovered that Marigold was not eligible for CFEP, Lynne submitted an application for Community Initiatives Program (CIP) project-based funding for the website development project. The maximum amount Marigold could receive from CIP is \$28,475.

5. **Website Development**

As of October 31, 2018, Marigold has invested \$50,050 in platform fees and development costs for the new Website. Peace Library System has paid an equal amount for the new website.

A Website Agreement (MOU) with Peace Library System has been signed by the Directors of Peace and Marigold Library Systems. The work on this agreement by BLG, LuAnne Morrow, was very helpful. This Agreement specifies financial terms, mechanisms for communication and future development decisions, and how to deal with a withdrawal (not expected).

Richard will be doing a demo of the new website design at the November 17 Board meeting. This is his background update on the progress to launch a new website for Marigold and Peace Library Systems:

We are nearing the end of the development phase for the member library websites. Mugo (our website developer) has been working to translate the website templates from a static format into the Content Management System. This takes the templates from a statically designed page, to the responsive and interactive experience that allows users to navigate and find content. To date we have completed the majority of the page types that will be used in the end design, including a searchable e-resource database, book lists and read-alike pages, image galleries and a robust event/registration system to allow libraries to showcase their programs.

Once all the design elements have been programmed into the websites, we will be working with select libraries to practice using the editor tools to make pages for the sites. The goal is to provide an easy to use intuitive interface for library staff to create and update content on their sites. Based on feedback from these first editors, we will adjust the experience to as closely align with our goals as possible before scheduling training for all libraries on the new system. Once that training is complete, libraries can begin moving content from the old system to the new one.

At the board meeting I will be unveiling the website templates and demonstrating the various page types and navigation that has been completed to give a general overview of how the sites will look, and how a patron will use them to find relevant information. I expect to have the vast majority of the content completed and ready for display, though there still may be minor changes and adjustments that will happen as the system comes to full completion.

6. Marigold Customer Satisfaction Survey – Please fill it out

The annual Marigold Customer Satisfaction Survey is now available for Library staff, Board members and volunteers to fill out. Please complete the attached annual customer satisfaction survey for Marigold on or before **Thursday, November 22, 2018**:

<https://www.surveymonkey.com/r/MLScustomersatisfactionsurvey2018>.

This survey is designed for completion by Marigold board trustees, local library board members and chairs, library staff members, and individuals who work in Marigold member libraries as volunteers. Those who fill more than one role at the library (for example, as board member and volunteer) may complete the survey twice. If you encounter a survey question that does not apply to you in your role, please feel free to skip it.

Survey responses are confidential and do not point to a specific person or location. Your comments and hopes for Marigold are of great value to gauge the success of our services and to identify opportunities for improvement and development. For further information about how to access and complete this survey, please contact Nicole Dunnewold by email or telephone (nicole@marigold.ab.ca; 403.934.5334, ext. 257) or Kristine den Boon (kristine@marigold.ab.ca; 403.934.5334, ext. 256).

7. Advocacy

From February to November 13, 2018, Michelle has presented to 26 Councils and Councillors at Library Board meetings: Wheatland County, Consort, Acadia Valley MD, Oyen, Starland County, Rocky View County, Special Areas, Hanna, Irricana, Linden, Foothills MD, Canmore, Bighorn MD, Hussar, Okotoks, Crossfield, Airdrie, Delia, Chestermere, Strathmore, Three Hills, Drumheller, High River, Kneehill County, Banff and Cochrane. Scheduled for later in November is Beiseker. All Councillors have warmly welcomed me and have commented that they are glad to have a better understanding of Marigold.

The Power of Advocacy: Move Your Library Forward course, which was developed by and for Peace, Northern Lights and Marigold Library Systems in collaboration with Northern Lakes College, has been presented twice. Eight participants from Marigold, who participated from September 11 to October 23 (9 hours of instruction), rated the course highly for its practical public library focus; its effective “live online” instruction by an NLC instructor; and the opportunity to prepare and practice an advocacy presentation. Participants felt they gained confidence and were able to use their project presentations immediately after the course concluded. Lara Grunow, Acting Director of Okotoks Public Library, commented: *“The Advocacy class provided lots of information on what advocacy is and why it is important, as well as giving participants the opportunity to share with one another ideas and make suggestions for improving our own advocacy campaigns. The other part was an elevator speech for board members to use to create interest in the future expansion of our library. I would recommend this course for any staff member or board members who haven’t been involved in advocacy before and want to learn best practices as the class was very thorough in its approach.”*

This course will be presented again in the New Year with a start date in January and evening hours so that board members and staff who work during the day can participate. Marigold is seeking another 8 participants to sign up.

8. Holds Pilot

In early July, Marigold and 20-member libraries began a Holds Pilot in order to better serve patrons and community members by transferring items with holds directly from Marigold HQ, rather than first sending the material to its home library. The aim of the pilot is to reduce the time it takes for material to reach patrons, as well as shipping time and wear and tear on materials. In order to track new materials, pilot libraries are receiving lists of new material arriving for them each week, as well as a report that shows which of those new items were transferred for holds.

The Holds Pilot has been in progress now for about 2 months. At this time, the process for transferring new material is running smoothly and we have heard from a number of pilot libraries that they are satisfied with the results thus far. We are confident that the Holds Pilot is working as planned to get holds to patrons as quickly as possible. Marigold is working to gather statistics on the number of holds transferred, the amount of time saved, and the number of shipping kilometers saved as a result of the pilot, as well as any feedback that we hear from pilot libraries and patrons.

The Holds Pilot will run until the end of January. By December, feedback, processes and statistics will be evaluated to ensure that we can transition this into a permanent practice for libraries that opt in when the pilot ends. Libraries who have not yet joined the Holds Pilot are welcome to participate at any time. Crossfield, Linden and Chestermere joined recently.

9. IT Update (written by Richard Kenig)

Richard Kenig and his IT team (Jaspreet Singh and Steven Copland) have been working on several major projects including the new website designs. We have had several large equipment orders from libraries and have been busy working on setting up and installing that new equipment. We have been planning a major network overhaul that will allow us to better secure our core system, and open access to the internet for our public computers, and patrons using the wireless networks. This overhaul has taken several months of planning to ensure that we have anticipated the changes this will bring to the overall network and we are very close to being ready to implement the changes. This will require a visit to every library in the system, and I will be sending out more specific information prior to scheduling those visits so the libraries know what to expect and can plan for the small windows of downtime necessary for us to revamp the internal networks.

We have been working on migrating our email infrastructure from the 2010 version to the new 2016 software. This has required installing a new server, setting up the information and mail flow and connecting everything together to make sure there has been no interruption in email service. We have also recently moved to relaying our mail through Microsoft servers to ensure a higher level of security and consistency in our outgoing mail flow. The new 2016 server is ready and staged to support our systems and I will be migrating everyone to the new system shortly. We will then be rebuilding the current mail server and creating a redundant database system to maintain continuity if we need to take a server down for updates or maintenance in the future.

Marigold IT recently attended a week-long training focused on our Fortigate devices and software. Fortigate devices are critical for our network security and functionality, each library has an appliance that facilitates their internal network connection and provides access to HQ infrastructure and the internet. The detailed and in-depth training has provided us with a better understanding of the security fabric that we can take advantage of, both to secure our network and to provide a safe experience for users on our public computers and wireless networks. We will also be putting process in place to proactively identify possible security concerns and monitor the overall network health to ensure it is working at optimal capacity.

10. Marigold Health and Safety Committee

In May, Marigold staff formed the Health & Safety Committee [HSC] to ensure compliance with new legislation for employers with 20 or more workers. Work site health and safety committees and representatives bring supervisors and workers together to discuss and address health and safety related concerns in the workplace. Workers participate in occupational health and safety and support the three basic rights of workers: the right to know, the right to participate and the right to refuse dangerous work.

The HSC Committee has been developing, implementing, and evaluating the Health and Safety program, the Health and Safety Manual, and has established procedures for receiving and addressing concerns and complaints about Health and Safety of Marigold headquarters staff. The HSC reports to the CEO, HR and Executive Committees.

Marigold Legislation states that:

- health and safety committees must be composed of one-half management and at least one-half staff representation
- meet regularly
- be co-chaired by one management and one worker chairperson; and make sure employee representatives are elected or selected by the workers.