

**MARIGOLD LIBRARY SYSTEM**  
 Board of Management  
**Saturday, January 28, 2017**  
 Videoconference - Four Locations

**BOARD MEMBERS IN ATTENDANCE**

ACADIA	Maxine Booker	Hanna	1
AIRDRIE	Kayla Jessen-White	Airdrie	2
BIGHORN M.D.	Lynda Lyster	Turner Valley	3
BLACK DIAMOND/TURNER VALLEY	Mae Fisher	Turner Valley	4
CANMORE	Judith Smith	Turner Valley	5
CEREAL	Elaine Michaels	Hanna	6
CHESTERMERE	Lennox Gomes	Strathmore	7
COCHRANE	Susan Roper	Airdrie	8
CONSORT	Dale Kroeger	Hanna	9
CROSSFIELD	Jo Tennant	Airdrie	10
DELIA	Janice Hoover	Hanna	11
DRUMHELLER	Margaret Nielsen	Strathmore	12
FOOTHILLS M.D.	Eleanor Chinnick	Turner Valley	13
GHOST LAKE	Donna Bauer	Turner Valley	14
HANNA	Jerry Kruse	Hanna	15
HIGH RIVER	Heather Meszaros	Turner Valley	16
HUSSAR	Kristen Anderson	Strathmore	17
KNEEHILL COUNTY	Glen Keiver	Airdrie	18
LONGVIEW	Jan Dyck	Turner Valley	19
MORRIN	Karen Neill	Hanna	20
OKOTOKS	Marian Walsh	Turner Valley	21
OYEN	Dennis Punter	Hanna	22
ROCKYFORD	Gary Billings	Strathmore	23
SPECIAL AREA # 3	Helen Veno	Hanna	24
STANDARD	John Getz	Strathmore	25
STARLAND COUNTY	Lil Morrison	Hanna	26
THREE HILLS	Ron Howe	Airdrie	27
WAIPAROUS	Janine Jevne	Turner Valley	28
YOUNGSTOWN	Leann O'Connell	Hanna	29

**GUESTS**

Hanna Municipal Library	Lynnette Kenrick	Hanna	1
High River Library	Darlene Goodwin	Turner Valley	2
Sheep River Library	Peggy Emslie	Turner Valley	3
Chestermere Library	Gurpreet Billing	Strathmore	4

**MARIGOLD STAFF IN ATTENDANCE**

Michelle Toombs	Turner Valley
Laura Taylor	Hanna
Lynne Thorimbert	Airdrie
Jane Fisher	Hanna
Richard Kenig	Hanna
Jessie Bach	Turner Valley
Nicole Talsma	Airdrie
Steven Copland	Strathmore
Nora Ott (Recording)	Turner Valley
Alida Pituka	Strathmore
Caleigh Haworth	Strathmore

**REGRETS WITH NOTICE**

ACME	Daniel Leronowich
BANFF	Corrie DiManno
BEISEKER	Sharon King
CARBON	Guss Nash
ID #9	Ghada Wirth
IRRICANA	Shannon Simmons
KANANASKIS I.D.	Susan Billington
LINDEN	Wendy Marsh
ROCKY VIEW COUNTY	Dimitri Dimopoulos
STRATHMORE	Denise Peterson

**REGRETS WITHOUT NOTICE**

EMPRESS	Sheila Howe
MUNSON	Lyle Cawiezal
SPECIAL AREA # 2	Bob Gainer
TROCHU	Bill Cunningham
WHEATLAND COUNTY	Berniece Bland

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**1. CALL TO ORDER** L. Lyster called the meeting to order at 9:42 am

1.1 Delegates, guests, and staff introduced themselves

- Deputy Mayor Mike Ross, gave greetings from the Town of Black Diamond. Deputy Mayor Ross stated that the Sheep River Library has undergone major changes and now has a huge membership. He hopes that there is continued success and thanked Marigold for their support
- Lynette Kenrick, Board Chair for the Hanna Municipal Library, welcomed delegates and provided greetings from the Town of Hanna

1.2 There are currently 44 appointed Marigold Trustees and no vacancies

**2. APPROVAL OF AGENDA**

ADDITION: 8.8 Margaret Nielsen' s Announcement

DELETION: 8.1 ALTA (Alberta Library Trustees Association) Report – Lois Bedwell. The report is part of the Board Package

**MOTION:** J. Dyck/H. Meszaros

-To approve the agenda as amended

CARRIED

**3. MINUTES OF THE November 26, 2016 MEETING**

**MOTION:** J. Getz/M. Nielsen

-To accept the MINUTES of the November 26, 2016 meeting as presented

CARRIED

**4. CONSENT AGENDA**

4.1 Transfer of agenda items from consent agenda

- There were no items transferred from the consent agenda

4.2 Motion to accept remaining consent agenda items

**MOTION:** D. Bauer/M. Walsh

-To approve agenda items 4.1 to 4.3

CARRIED

**5. DECISION**

5.1 Financial

5.1.1 Marigold Financial Statements to December 31, 2016

**MOTION:** E. Michaels/G. Billings

- That subject to audit, the Marigold financial statements to December 31, 2016 be accepted as presented

CARRIED

5.1.2 RISE Financial Statements to December 31, 2016

**MOTION:** G. Billings/K. Jessen White

- That subject to audit, the RISE Financial Statements to December 31 2016 be accepted as presented

CARRIED

5.1.3 Marigold Operating Budget 2017 – 2018

**MOTION:** G. Billings/L. Morrison

-To approve the Budget for 2017 and the projected budget for 2018

CARRIED

#### 5.1.4 Marigold Capital/Projects Budget 2017

**MOTION:** J. Getz/M. Nielsen

-To approve the Marigold Capital / Projects Budget for 2017

CARRIED

#### 5.2 Policies/Plans

##### 5.2.1 Collection Management Schedule B – Materials Allocation 2017 – Standards & Services

**MOTION:** M. Booker

-To Approve Collection Management Schedule B - Materials Allocation 2017

CARRIED

##### 5.2.2 Paperbacks and Shared Collections Hierarchy 2017 – Standards & Services

**MOTION:** M. Booker

-To approve the Paperbacks and Shared Collection Hierarchy 2017

CARRIED

##### 5.2.3 Transfer Payments Policy – Standards and Services

**MOTION:** M. Booker

-To approve the Transfer Payments Policy

CARRIED

##### 5.2.4 Schedule A – Services Grant 2017 (Transfer Payments Policy) – Standards & Services

**MOTION:** M. Booker

-To approve Schedule A: Services Grant 2017

CARRIED

##### 5.2.5 Schedule B – Community Library Grant 2017 (Transfer Payments Policy) – Standards & Services

**MOTION:** M. Booker

-To approve Schedule B: Community Library Grant 2017

CARRIED

##### 5.2.6 IT Capacity Fund Policy and 2017 Schedule A - Standards & Services

**MOTION:** M. Booker

-To approve IT Capacity Fund Policy and Schedule A: 2017 IT Capacity Fund Amounts CARRIED

#### 6. ITEMS FROM THE CONSENT AGENDA

-There were no further items added to the consent agenda

#### 7. SMALL GROUP DISCUSSION:

The four locations met in their respective groups to discuss and answer the question:

**“Would it be beneficial to member municipalities if Marigold Board met three times per year rather than four times per year?”**

Strathmore – The group agreed that there were pros and cons for both and that 3 meetings was worth investigating

Airdrie – Consensus was that meetings should be 4 times per year

Hanna - Consensus was that meetings should be 4 times per year

Turner Valley - Consensus was that meetings should be 4 times per year

DECISION:

-The majority wished to keep the meetings to 4 times per year because:

- Longer meetings mean giving up an entire Saturday and this is not desirable
- There may be a need for timely responses and every 4 months is too long to wait
- Would have to re-book the meeting if a meeting was cancelled due to bad weather

#### 8. INFORMATION

8.1 Meet the Staff: Steven Copland, IT Support Technician

-Steven provided an overview about his position and background about himself. As an IT Support Technician, Steven provides:

- Help Desk and technical support for Marigold Library System
- Resolution to user issues by providing desktop support for hardware and software
- IT support for the videoconference network, including testing, monitoring videoconferences and resolving technical problems

#### 8.2 Upcoming Board Meetings:

- Saturday, April 22, 2017 9:30am – Strathmore, Strathmore Alliance Church
- Saturday, August 26, 2017 9:30am – Okotoks
- Saturday, November 18, 2017 9:30am – Drumheller

#### 8.3 Marigold Board Orientation

- Saturday, February 11, 2017 9:30am – Strathmore, Marigold Headquarters

#### 8.4 Customer Satisfaction Survey

-Laura Taylor reported:

- A total of 117 responses were received, which is an increase of 14% in respondents from the previous year
- The customer satisfaction survey will be used to provide data and feedback for Marigold's Communication Plan, Marigold's Annual Report, reports to PLSB, for the Year End Review and more. Management staff at Marigold examine the data carefully to identify how to make improvements
- Marigold staff received the highest rating

#### 8.5 2016 Achievements, Marigold Library System

– Michelle Toombs presented information on Marigold Achievements that took place in 2016, including those achievements that support the current Strategic Plan:

- Feasibility study for a new HQ building
- AUMA/AAMDC Resolution
- Services to First Nations initiative
- Management Skills Training
- Internet Capacity increase
- RISE Core Network
- Collaborated with PLSB, Library of Congress, Polaris, LAA and ALA Committees
- CollectionHQ implemented

#### 8.6 Background Notes and Updates

- Michelle Toombs has been meeting with MLA's and MP's in the Marigold area
- The HQ Feasibility study is still considering various options in the Strathmore area
- Margaret Newton retires at the end of the month and will continue to work on special projects
- Schedule C 2017 – 2018 passed. All but one municipality signed.
- First Nations Initiatives and meetings are starting to take place. Rose Reid began working for Marigold as our First Nations Outreach Specialist
- Marigold HQ will need a new cement floor in the garage to mitigate safety hazards and will renovate an old washroom in the basement to obtain more meeting space

#### 8.7 Information Sharing – Roundtable

- Chestermere – On Family Literacy Day the Chestermere Public library participated in a 15 minute reading challenge with the other libraries in the province

- Rockyford – Gary Billings wanted to let everyone know that Lynda.com has online IT training videos that are very useful
- Cereal – The Cereal library received grant money for renovations and new children’s furniture. They have an almost brand new library
- Waiparous – The Waiparous staff were thankful to receive e-resources training from Caleigh Haworth
- Sheep River - A local grocer sponsored memberships for all children in the surrounding school systems
- Hussar – Hussar is still waiting for Smart Lockers. They are working on their annual report and strategic plan
- Drumheller - The Town of Drumheller senior’s group read Christmas stories to patrons young and old at the Drumheller Library
- Oyen - The Oyen library has written letters to say that Oyen is against a Federal Government proposal to tax employee health benefits
- High River – A petition on Facebook has been started to protest the Federal Government proposal to tax employee health benefits

8.8 Margaret Nielsen Announcement

-Margaret Nielsen informed delegates that the Drumheller Library Society was donating a \$5,000.00 cheque to Marigold to be used for Marigold’s floating AV collection. The money comes from a casino they did as a fundraiser.

-Another fundraising event will be held in Drumheller on 11 March 2017 called an evening at the library. All delegates were invited to attend. It will include a silent auction, food and beverages. Their goal is to raise funds for every child to have a library card

**9. BOOK DRAW & FREEDOM TO READ WEEK DISPLAY DRAW**

Airdrie:	Book Draw:	R. Howe - Three Hills
	Display:	K. Jessen White – Airdrie
Hanna	Book Draw:	K. Neill - Morrin
	Display:	J. Hoover – Delia
Strathmore	Book Draw:	K. Anderson - Hussar
	Display:	L. Gomes – Chestermere
Turner Valley	Book Draw:	Peggy Emslie - Sheep River
	Display:	M. Walsh - Okotoks

**10. ADJOURNMENT** The meeting adjourned at 12:05 pm

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CEO

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Board Chair

**Marigold Board Meeting  
January 28, 2017 Background Notes**

**1. Marigold and RISE Financials**

Marigold Balance Sheet and Income Statement (unaudited) to December 31, 2016:

**Balance Sheet:** This snapshot to the end of December 2016 shows that Marigold is in a strong financial position. Vehicles increased \$60,440 because two Ford Transits were purchased and the building asset increased \$11,106 because of roof repairs. Overall assets depreciated \$86,618.

**Income Statement:**

**Revenue:** To recap, Marigold received more revenue than budgeted in 2016 (+\$250,405):

- Almost \$13,000 was received over budgeted for municipal levies because of Marigold service area population growth that exceeded the moderate estimate of 2% (actually 3.35% population growth). 2015 population was released by Municipal Affairs in February after the final budget was passed on January 30, 2016.
- Provincial grants used 2015 population instead of 2014 population, adding \$44,218. We found this out in April 2016.
- On-reserve project funds from PLSB at \$89,647 were received in late June.
- Hoopla subsidy of \$27,200 was received from PLSB for use in 2016 and 2017.
- Summer student grant of \$9,423 was received.
- Interest revenue from investments was higher than expected at \$19,587.
- VISA and Grand & Toy rebates added to unexpected miscellaneous revenue at \$1,741.

**Expenditures:** Good outcome in 2016. 94% of the budgeted expenditures were spent. There were a number of variances with some budgets over-expended and some under-expended; however, the expenditures of the largest budgets for materials allocation and salaries were well managed and close to budget projections.

Reasons for **over-expenditures** include:

- Professional fees (line 22): Hired an architectural firm to do a Feasibility Study at \$47,250. Paid BRZ invoices during 2016 totaling \$34,005
- Health and Safety (line 31): Four security cameras were installed outside HQ for staff safety and to deter vandalism
- Furniture & Equipment (line 33): purchases of ergonomic furniture for Direct Services clerk who was bending over a low desk; new tables and chairs to replace furniture that was falling apart in the staff lounge
- Internet / SuperNet (line 37): \$5,000 paid back to RISE to match 2015 RISE budget
- Online cataloguing tools (line 49): Collection HQ purchased (\$25,348) to manage collections better and save staff time; much appreciated service addition by member library staff
- Insurance (line 50): updated schedules with current holdings, so insurance for materials increased along with insurance cost increase
- Downloadable/Digital Media and Electronic Resources (lines 70 and 71): hoopla “pay per transaction” business model along with increased use accounts for most of the escalating costs, now at more than \$7,000 per month; most other e-resources increased in cost because of the weaker Canadian dollar. No new e-resources added in 2016
- Member Library Supplies (line 91): purchased plastic library cards for members because of member library initiatives to issue library cards to students

Reasons for **under-expenditures** include:

- Charges (Bank) and Loss (Gain) on Foreign Exchange (line 34 & 35): overestimated impact when Canadian dollar started to slide in the Fall of 2015

- Board Conferences (line 23): Jasper bus cost less than expected and quite a few ALC attendees from other library systems purchased bus transportation from Marigold
- Insurance (Building) (line 29): vehicle insurance rates changed with newer vehicles
- Maintenance (line 30): fewer HVAC problems than in previous years
- Utilities (line 32): heating costs did not go up as much as predicted
- Maintenance Agreements (line 36): decided not to pay RISE end-point service agreement costs after investigating new RISE equipment, saving over \$80,000
- Website (line 38): didn't acquire a new website platform as planned in 2016; thus website maintenance costs were static
- Area Forums/Training (line 42): held videoconference meetings instead of in-person meetings; management skills training in advocacy was not available, so presented less costly budgeting basics and financial statement courses instead
- Shelf-ready Cataloguing Services (line 52): didn't need as many catalogue records and costs for shelf-ready AV materials were built into the cost of the items
- The Alberta Library (line 56): TAL members were not charged for implementing a new TALonline catalogue as we had been previously informed
- Delivery costs (line 58): maintenance costs for newer vehicles was lower and fuel costs were also lower than expected
- Promotion (line 62): didn't decide on a new logo; therefore, didn't purchase give-aways
- Benefits (line 80): a vacancy and 3 employees did not qualify for benefits in their first 3 months of employment; Lane Quinn renegotiated a 2.2% Manulife cost decrease. Marigold switched to another provider for the Health Spending Account which saved administrative fees

#### **Capital and Project Budget expenditures**

- Van replacement: 2 Ford Transits purchased for \$60,440 as planned
- IT infrastructure: switches and server rack (Auditors will tell us what will be capitalized)
- Website equipment/software/licensing: unspent, project deferred, IT Manager very busy
- HQ furniture replacement: \$11,030 for chairs and tables in the staff lounge; \$4,502 for ergonomic furniture for Direct Services
- Basement room refurbishment: unspent, busy with Feasibility Study and Steering Committee meetings
- Roof structure replacement: \$11,106 to resurface parapet walls and fix leaks on the roof
- HQ Feasibility Study: after issuing an RFP, hired BRZ Architecture for \$47,250 (\$45,000 plus disbursements)

#### **RISE Balance Sheet and Income Statement (unaudited) to December 31, 2016:**

There was a lot of positive activity in the RISE accounts this past year. New RISE equipment was purchased at a cost of \$63,605, which was far less than the service agreement renewal costs that Allstream provided. The new Cisco equipment will require more IT oversight, so Richard and Steven completed the extensive training (\$17,245).

As budgeted for 2017, Marigold will pay \$36,000 for 36 libraries (not Hussar) and will receive \$50,000 in reimbursement from RISE for IT staff, administrative costs and Internet. \$1,000 will be paid to Chinook Arch to support the RISE website, and \$34,000 will be kept in the RISE bank account until needed for future maintenance costs, hardware replacement and training costs.

## **2. Draft Budget for 2017 and 2018, including Trends**

Director of PLSB, Diana Davidson has not indicated that 2016 population will be factored into 2017 provincial operating grants. This information is often not known until the provincial budget is released later in the year. She has indicated that she expects that Marigold will get funding for on-reserve populations. With the recent announcement of the new Minister of Municipal Affairs, we are not certain if and how much funding will be available for on-reserve populations.

Population gains seem to be flattening. Only three municipalities reported population increases for 2016 including Airdrie, Cochrane and Chestermere. Marigold is not certain when Federal census figures will be included in official populations reported by Municipal Affairs. 2017 population information may reflect updated Federal census information next year.

Reimbursements have been removed from the 2017 budget for both revenue and expenses upon the advice of the Auditors. It is almost impossible to predict an amount for this category from year to year, especially when funds are constantly going in and out, and ultimately balance. In 2016, reimbursements from member libraries increased by 173%.

RISE revenue changed this year to account for all revenue that is transferred from the RISE account to Marigold accounts. This was also with the blessing of the auditors. Our viewpoint was that it paints a more complete picture for our members of the money that is coming to Marigold to pay for RISE network support services.

A number of budgeted expenses were reduced because the end-of-year actuals were lower than expected: bank charges, board conferences, memberships, caretaking and landscaping, telephone, internal travel, shelf-ready cataloguing, TAL membership and delivery costs. Several budgets were revised upward: TRAC levy, photography, promotion, ILLs and salaries for 2018. Building repair expenses were lower last year. This was partly good fortune and partly because we were waiting for the Headquarters Feasibility Study recommendations. There are a number of urgent building repairs that will be necessary to undertake in 2017 that are discussed below.

When all is said and done, we are expecting to have around \$131,398 (line 130) for capital and project expenditures in 2017. Included in that separate budget are: a van replacement, website platform, basement room refurbishment, garage floor replacement and two roof-top HVAC unit replacements. The garage floor is deteriorating and sinking so it needs to be resurfaced. During the last visit by Gateway, our HVAC service provider, we learned that the rooftop HVAC units are 30+ years old and apparently showing signs of the need for replacement. The relatively inexpensive basement refurbishment (removing the filthy old bathroom fixtures) has been on the to do list for several years and we could use the space for archival storage.

Each year, the budget gets tighter with each year going forward. There is less money to set aside for the Capital and Project budget for 2018, but this may change with population fluctuations. The Board may advise us to maintain access to funds in the event that we can move forward with a property purchase or start a building project. We are ever hopeful that the province will approve the capital funding ask of \$2.99M. This amount is Marigold Library System's portion of funding for Regional Library System headquarters infrastructure that is put forward by PLSB each year to Alberta Infrastructure.

A major factor in rising costs is foreign exchange because most of the subscriptions and licensing services are based in the U.S. One example of a cost that is uncertain for us is the carbon tax. Costs appear to be going up somewhat faster than inflation. These increased costs will be closely monitored throughout the year.

Each year, we cautiously and judiciously budget, but for a variety of reasons, there are often surpluses. These are well accounted for by the Board's decision to reinvest in our capital reserves. The need for a new building is the #1 goal in our strategic plan and an urgent need for efficiency, growth, future economies, and for staff safety.

### **3. Hussar Storage Lockers (written by Laura Taylor)**

The Return/Smart Locker has been ordered and should arrive in January. The Internet connection into the Credit Union has been completed, so this Bibliotheca equipment can be installed upon delivery.

Upon installation, Marigold will pay for the Internet as we do for all of the other libraries and Rosebud SuperDeposit. We will also manage the filling of the lockers by assigning the work to Direct Services Clerk Nancy Smith and reorganizing our delivery schedule to arrange for weekly filling of the lockers. The Return Locker will be the second unit that is available in Alberta. This locker system is working well in Airdrie and they are planning to add lockers. Libraries including Calgary Public Library



are in conversations with Bibliotheca about acquiring units for locations in Calgary. Other locations are also keenly watching this pilot in Hussar, including Bragg Creek as in interim service option.

Hussar patrons are continuing to get library cards. Marigold staff have been transferring patrons to the plastic library cards so that the barcode will work seamlessly with the Return Locker unit. Updates on the library continue to be posted on the Hussar Library website at [www.hussarlibrary.ca](http://www.hussarlibrary.ca)

#### 4. Feasibility Study

Hank Brzezinski from BRZ Partnership Architecture Inc. is planning to have a draft of the Feasibility Study to Marigold by the end of January. Anticipating discussion and refinement, he has agreed that the final draft will be available for distribution to Executive members before the end of March. This will be in time for discussion at the April Executive meeting and ready for presentation at the April 22 Board meeting.

Ken Feser (PLSB) confirmed that Marigold will receive \$2.99M out of \$10.6M if the capital funding ask is approved by Alberta Infrastructure. This ask has been submitted by PLSB every year since 2012 and started out as \$9.2M. Ken emailed *"I really believe in this funding request. It just makes sense given the critical building deficiencies, the history of provincial support and the lack of other funding streams. It is not in our control but I hope it is approved."*

#### 5. MLA Visit Messages

Michelle met with Cameron Westhead, MLA representative for Banff-Cochrane (NDP), on Monday, January 16. I explained our need for Infrastructure funding, and I know that he is keenly interested in the new library at Bragg Creek and the work that we are doing with on-reserve populations.

In preparation for this visit with MLA Westhead, Carlee and Michelle have been preparing hand-outs. One is the fact sheet which we give out to anyone who is unfamiliar with Marigold called *Marigold Library System Overview*. A copy of the document will be included in the Board package. We also revised the key messages regarding the need for capital funding.

#### 6. New Minister of Municipal Affairs

On January 19, the province announced that Shaye Anderson had been appointed as the new Minister for Municipal Affairs replacing Danielle Larivee. Minister Anderson is the MLA for the constituency of Leduc-Beaumont. Minister Larivee will now be responsible for the Ministry of Children's Services.

#### 7. 2016 Highlights

Our **2016 use statistics** from TRAC have also increased in a spectacular way (when many other library systems are experiencing equal or declining use statistics):

- 96,170 people/families have a Marigold library card (**9.6% ↑** increase from 2015)
- 2,037,792 items loaned to Marigold cardholders (**7% ↑** increase from 2015)
- 931,898 items loaned and borrowed between libraries (**14% ↑** increase from 2015)
- 162,163 eBooks borrowed (**11% ↑** increase from 2015)
- 15,615 items checked out at Marigold libraries by MELibraries patrons (registered at libraries outside TRAC) (**66% ↑** increase from 2015)
- 3,294,481 items available in the TRACpac online catalogue (**0.13% ↑** increase from 2015)
- 14,236,452 visits to the online library catalogue, including mobile app (**18.5% ↑** increase from 2015)

##### 2016 eResources statistics:

- Cloud Library – 14, 503 downloads (**7.6% ↑** increase from 2015)
- Freegal (downloadable music) – 33,661 songs downloaded (**13.7% ↑** increase from 2015)

- TumbleBooks – 21,215 children’s books accessed (**162% ↑** increase from 2015)
- Hoopla – 26,563 items streamed (**69.6% ↑** increase from 2015)
- PressReader – 25,867 newspaper views (**11.5% ↑** increase from 2015)
- Zinio – 25,638 digital magazines downloaded (**16% ↑** increase from 2015)
- Solaro – Total of 52,834 instances used including content viewed, quizzes started, tests reviewed, and tests started (**175% ↑** increase from 2015)
- Lynda.com – 509 users viewed 288 hours of video

**Marigold Library System**  
 Board of Management  
**Saturday, 22 April, 2017**  
 Strathmore Alliance Church  
**Strathmore, Alberta**  
**MINUTES**

**MARIGOLD BOARD MEMBERS IN ATTENDANCE**

ACADIA	Maxine Booker	1
ACME	Daniel Leronowich	2
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LINDEN	Wendy Marsh	4
OYEN	Dennis Punter	5
ROCKY VIEW COUNTY	Dimitri Dimopoulos	6
SPECIAL AREA # 3	Helen Veno	7
WAIPAROUS	Janine Jevne	8

**MARIGOLD HQ STAFF IN ATTENDANCE**

Michelle Toombs
Laura Taylor
Lynne Thorimbert
Carlee Pilikowski
Alida Pituka
Nora Ott (recording)
Jessie Bach
Nicole Talsma
Jane Fisher
Richard Kenig
Caleigh Haworth
Oleniuk, Alison

**REGRETS WITHOUT NOTICE**

BANFF	Corrie DiManno
CONSORT	Dale Kroeger
EMPRESS	Sheila Howe
KANANASKIS I.D.	Susan Billington
MUNSON	Lyle Cawiezel
SPECIAL AREA #4	Lisa Vert

**GUESTS**

Marilyn King	Chestermere Library Board
Janelle Sandboe	Chestermere Library Board
Gurpreet Billing	Chestermere Library Board
Peggy Emslie	Sheep River Library Board
Nancy Jackson	Sheep River Library Board
Lora Peterson	Irricana Town Council
Teresa Cameron	Irricana Library Board
Erin Gregory	Auditor
Michael Ell	Mayor of Strathmore

**VACANCIES**

**BLACK DIAMOND/TURNER VALLEY**

**MINUTES**  
**22 April 2017 Marigold Library System Board Meeting**

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**1. CALL TO ORDER**

- L. Lyster called the meeting to order at 9:31 am

**1.1 Greetings from the Town of Strathmore**

- Mayor Michael Ell brought greetings on behalf of the Town of Strathmore. Mayor Ell stated that Strathmore recognizes and is grateful for the work Marigold does for its communities. He complimented Marigold for going above and beyond with innovative services that may not be provided by other library systems, citing remote lockers as an example. Mayor Ell reported that the resolution to borrow money that was taken to the Government of Alberta did not pass but increased awareness of Marigold's inability to obtain funding for a new Headquarters. As a direct result, the Government of Alberta has pledged to provide just over three million dollars towards a new building so that Marigold can serve its members better. Mayor Ell congratulated the Marigold Representatives for aiding in this awareness and stated that one of reasons Marigold is successful is because of its Board representatives

**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 no new Board members
- There are 43 appointed Marigold Trustees
- There is one Board vacancy– Black Diamond/Turner Valley

**1.4 Board and staff service recognition**

- Six Board members were recognized for years of service:

- Gary Billings – 5 years
- Susan Billington– 5 years
- Daniel Leronowich – 5 years
- Dennis Punter –5 years
- Ron Howe – 5 years
- Glen Keiver – 10 years

- Three Marigold staff were recognized for years of service:

- Alison Oleniuk – 5 years
- Bradley Hoffman – 10 years
- Margaret Newton – 10 years

**2. APPROVAL OF AGENDA**

**MOTION:** J. Getz/M. Nielsen

-To approve the agenda

CARRIED

**3. MINUTES OF THE January 28, 2017 MEETING**

**MOTION:** J. Dyck/ D. Peterson

-To accept the minutes of the January 28, 2017 meeting

CARRIED

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

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The Regular April Meeting of the Marigold Board was reconvened at 10:47am

**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

<b>MOTION:</b> B. Bland/D. Peterson -To approve consent agenda items 4.1 to 4.4	CARRIED
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**5. DECISION**

- 5.1 Financial
  - 5.1.1 Financial Statements to March 31, 2017

<b>MOTION:</b> G. Billings/M. Walsh - Subject to audit, the Marigold financial statements to March 31, 2017 be accepted as presented	CARRIED
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- 5.1.2 RISE Financial Statements to March 31, 2017

<b>MOTION:</b> J. Getz/J. Dyck -Subject to audit, the RISE Financial Statements to March 31, 2017 be accepted as presented	CARRIED
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- 5.2 Policies/Plans

- 5.2.1 Marigold Library System Technology Plan 2016 – 2018 – Standards & Services

<b>MOTION:</b> M. Booker -To approve the Marigold Library System Technology Plan 2016 – 2018	CARRIED
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- 5.2.2 Policy Making Policy – Governance

<b>MOTION:</b> K. Anderson -To approve the Policy Development Policy	CARRIED
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- 5.2.3 Freedom of Information and Protection of Privacy Bylaw – Governance

<b>MOTION:</b> K. Anderson/J. Getz -That the Freedom of Information and Protection of Privacy Bylaw be given first reading	CARRIED
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<b>MOTION:</b> K. Anderson/R. Preston -That the Freedom of Information and Protection of Privacy Bylaw be given second reading	CARRIED
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<b>MOTION:</b> K. Anderson/D. Peterson -That the Freedom of Information and Protection of Privacy Bylaw be given third reading	CARRIED
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<b>MOTION:</b> K. Anderson -To approve the Freedom of Information and Protection of Privacy Bylaw	CARRIED
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#### 5.2.4 Governance Policy – Governance

**MOTION:** K. Anderson

-To approve the Governance Policy

CARRIED

#### 5.3 Marigold ALTA Representative and Alternate – Volunteers Required

**POSTPONED:**

- There were no nominations for the appointment of Marigold ALTA Representative or Alternate. Nominations for these appointments were postponed until the August 2017 Board meeting.
- Board members thinking about volunteering for one of these positions were encouraged to speak with Lois Bedwell (past ALTA Representative) for more information

#### 6. ITEMS FROM THE CONSENT AGENDA

- There were no items moved from the consent agenda

#### 7. INFORMATION

##### 7.1 Value of Your Investment/Power of Your Library Card

- L. Taylor gave an explanation about the importance of the Value of Your Investment/Power of Your Library Card reports.
- The reports compare the cost of levies paid to Marigold 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.
- The Power of Your Library card was created for municipalities without library boards. It highlights the variety of library services available to all residents of Marigold municipalities, including those in remote and rural communities. Attached to the Power of Your Library Card for municipalities without library boards are Value of Your Investment reports for libraries located within or near the municipality.
- The Value of Your Investment was created for member libraries. It outlines direct benefits that member libraries receive from Marigold Library System, such as operating grants, IT, Consultation, and training support, materials, services and programs.

##### 7.2 Marigold HQ Feasibility Study Update

- J. Getz and M. Toombs provided an update on the work that has taken place with the Marigold HQ Feasibility Steering Committee and the report from BRZ Partnership Architecture Inc.
- The Feasibility Study Report will be presented at the August 2017 Board meeting. An Open House reception will be held the evening before the meeting so that Board members can look at the study and ask questions prior to the presentation
- Marigold has received confirmation that \$3.022 million will be issued from Municipal Affairs to increase the capacity of its Headquarters.
- If the Feasibility Study costs are accurate, Marigold will have a probable shortfall of \$1.5 - 2.5 million.
- These costs could be covered as operational expenses if Marigold can convince a municipality to borrow from the Alberta Capital Finance Authority, on Marigold's behalf, for a fixed low interest rate. Other sources of funding could include:
  - Funding (in some form) from the Federal Government
  - Donated land
  - Various Grants
- Because of acquiring this funding, Marigold would not be introducing a special levy or increasing levies through Schedule C for the purpose of expanding the current Headquarters.
- Major problems with the current site include:
  - Delivery of materials by semi-trailer rigs (safety concerns and insufficient space to maneuver vehicles)
  - Increased construction time
  - Unacceptable service disruptions/cessations during construction
- Marigold would like a building that can be expanded in the future, if needed

- Because there are no advantages to leasing or sharing, the Steering Committee is less inclined to pursue these options

-Next Steps include:

- Ensuring that the money received from Municipal Affairs can be used for a new building
- Applying for various grants
- Seeking a viable property
- Looking for a possible buyer for the current property

### 7.3 Upcoming Board Meetings

- Friday, August 25, 2017 Wine and Cheese reception and Feasibility Study Open House in Okotoks (members were asked to request overnight accommodation)
- Saturday, August 26, 2017, 9:30 a.m. – Okotoks
- Saturday, November 18, 2017, 9:30 a.m. – Drumheller

### 7.4 Updates – M. Toombs

TAL

- -took over Lois Hole Collection
- -Changed their governance structure
- -experienced four audits

PLSB

- Government Courier service is being cut back or discontinued altogether in some Regional Systems. L. Thorimbert, from Marigold, is on the committee studying this issue

### 7.5 Information Sharing – Roundtable

**Crossfield** – July 1, is the tentative date for the opening ceremony of the new library. There will be a celebration from 2 to 4 pm

**ID #9** – Banff Library is hosting a gala on 28 April, from 7:30 pm to Midnight

**Chestermere** – The therapy dogs will be travelling to Airdrie the weekend of 28 April, to 30 April

**Longview** – Lynda Winfield is the new manager of the Longview Library

## 8. BOOK DRAW

- The book draw for, “Photo Ark”, was won by Janice Hoover from Delia

## 9. ADJOURNMENT

-L. Lyster declared the meeting adjourned at 12:20 pm

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CEO

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Board Chair

## Marigold Board Meeting April 22, 2017 Background Notes

### 1. Marigold Audit

Erin Gregory will be presenting a high-level overview of Marigold’s 2016 financials at the April Board meeting. Please read the Year-end Financials PowerPoint and Financial Statements to December 31, 2016 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 thanks Marigold staff for their cooperation and assistance. Kudos to Alida Pituka, our Accounting Administrator, Executive Committee

members and Marigold Management staff for a clean audit and their attention and commitment to ensuring that Marigold is financially accountable and secure. Erin mentioned that Marigold has one of the best track records for audits among her clients.

## 2. Marigold and RISE Financials

### Marigold Balance Sheet and Income Statement (unaudited) to March 31, 2017:

**Balance Sheet:** Marigold invoiced for municipal levies earlier this year because official population numbers were released in January from Municipal Affairs, thus, Marigold has received more income at this time of year compared to last year. Details related to assets and reserves will be adjusted after the audited financials are approved by the Board.

#### **Income Statement:**

**Revenue:** Almost all municipalities have paid their annual levy invoices. The next revenue will be the provincial grants which typically arrive in June.

**Expenditures:** 25% of the year has gone by and 28% of the budget has been expended. 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.

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

RISE currently has 87 libraries participating in the network. Six sites withdrew after 2016 and one site joined. The reason for withdrawal was financial. Marigold paid \$36,000 for 36 libraries and will receive \$50,000 in reimbursement from RISE for IT staff, administrative costs and Internet.

RISE transfers \$4,167 each month to Marigold for expenses to support the RISE network. There is considerable IT expertise and oversight needed to operate the new central site equipment. Richard Kenig explained that the IT staff are still working on the RISE central site project (replacement equipment was purchased for \$63,605 last fall). They are sorting out licensing issues between the old and new equipment, installing a Conductor appliance, and remedying a compatibility problem with the Jabber client. While most of us are out of our depth with the technical terms and complexity of this installation, we have the highest regard for Richard's expertise. He says that, for him, it has been the most challenging project so far. Marigold paid for a 3-year service agreement to replace equipment if it fails and to receive software upgrades.

## 3. Provincial budget announcement for 2017-2018

This March 16 email from Diana Davidson, Director of Public Library Services Branch (PLSB) in Municipal Affairs, announced exciting and unexpected news:

*Dear Library Stakeholders,*

*You will have noticed that there is an increase to the overall Public Library Services Branch Budget proposed in the 2017-2018 Provincial Budget. Subject to legislature approval, we will be able to fund 2017-2018 operating grants at 2016 Official Populations (for those municipalities that did a census) and there is an investment, through the Municipal Affairs Capital Plan, to fund renovations for six regional library system headquarter buildings and the Edmonton Public Library (EPL) Milner renovation [\$10.7M].*

*The Budget also calls for funding on-reserve and on-settlement populations through six regional systems, Edmonton Public Library, Calgary Public Library, and the Regional Municipality of Wood Buffalo Library as was done in 2016-2017 based on 2016 populations.*

*Pending legislative approval of the Budget, we will be contacting EPL to do a grant agreement. We will also be contacting Peace, Parkland, Yellowhead, Shortgrass, Marigold and Chinook Arch to build grant agreements based on Infrastructure's assessments done a few years ago (adjusted for inflation).*

*Thank you, Diana Davidson*

Ken Feser, consultant at PLSB, clarified on January 6: *Total ask for all systems was for \$10.6 million, with \$2.99 million flagged for Marigold. In 2012, we [PLSB] asked for \$9.2 million. We have put a request in every year since then.*

Diana Davidson emailed an update on April 6 as follows:



*We have drafted grant agreements for each of the six systems based on the Infrastructure assessments done a few years ago and adjusted for inflation. Once the Budget has received full Legislative Approval, after MA [Municipal Affairs] goes to a Budget Committee (hopefully next week), we will send everyone their draft grant agreement to review.*

Lynda Lyster and Michelle responded on April 10 to ask Diana if this capital funding can be used for a new build, and to advise PLSB that Marigold's Feasibility Study is recommending a new build because of planning and safety issues with the current site. We are waiting to hear her response.

It is estimated that Marigold will have in the range of \$5.5M to put towards a building project, not including revenue from the sale of the existing property. It is likely that Marigold will have to explore options for additional funding; however, we will have a better understanding of the overall cost when the project scope is defined and tendered.

#### **4. Feasibility Study**

The Executive Committee reviewed the Feasibility Study report on April 5. There were questions about the costs in the report, so Hank Brzezinski has been invited to attend the Executive meeting on May 20. He is the Principal of BRZ Architecture, the firm that was retained to do the Feasibility Study after an RFP was sent to six architectural firms with library building experience.

As specified in the RFP and the RFP responses, the Feasibility Study includes an opinion of overall probable costs, including building cost per square foot, cost of land, soft costs such as consulting fees, construction and escalation factors, and costs for the transition from the existing headquarters facility to a new or renewed facility. The report also contains schematic plans for each of the three options, separate costings for comparison and an analysis of space requirements. OPTION A is for development on the existing property; OPTION B is for renovation of an existing building; and OPTION C is for 2.5 acres upon which a new building would be constructed. In Hank's words, this Feasibility Study is longer than most because it is really three projects. The images and plans help us to visualize operations in a larger space and to better understand how large the facility should be for immediate and future needs.

The Feasibility Study report does not recommend an expansion on the current site. Hank writes: *"there are serious planning and safety issues surrounding the access / egress of delivery trucks."* Marigold is located across the street from a busy Catholic school: grades K to 12, three campuses, 900 students/teachers. *"Another important consideration is the health and safety of Marigold Library System staff through the course of the construction."* During the estimated two-year renovation to expand our existing facility from 9600 sq. ft. to 20,000 sq. feet, the garage and shipping area must be demolished, the roof removed, and power and services interrupted/relocated; therefore, numerous service delivery interruptions would be inevitable.

It is expected that the Feasibility Study will be distributed for discussion and possible decision at the August 26 Board meeting.

#### **5. Building repairs**

##### **a. Garage floor:**

Marigold's single garage floor is sagging and the concrete floor is deteriorating so much that the rebar is protruding. Whenever a vehicle enters the garage, there is considerable noise and vibration when standing in a basement storage room beneath the garage. Because of the significant safety risk, delivery vehicles are being parked outside the garage, materials are unloaded outdoors and carried indoors for sortation and distribution. Executive passed a motion to proceed with an engineering study. A structural engineer has examined the site and will be providing a recommendation and possible cost for shoring up the garage floor. The cost could exceed \$20,000 with alternatives to insert steel beams or to brick up the open space, pack the basement room with clean fill and re-pour the garage floor. PLSB has been advised that this situation could impact our capacity to fully support province-wide resource sharing.

##### **b. HVAC units on the roof:**

A Gateway technician advised us that our rooftop HVAC units require more maintenance and could fail at any time because they are 30 years old, although they are still working. Gateway, our HVAC maintenance

vendor, provided a quote to replace these units, which was \$46,000. The Building Committee agreed not to replace the units at this time pending the outcome of the Feasibility Study and next steps for expanding HQ.

**c. Roof leaks**

Marigold has spent \$128,000 on roof replacement and repairs in the last two years, yet we continue to be plagued by roof leaks. The roof design does not help because ice dams in the scuppers; however, the roof leaks even when there is just water on the roof. Canterbury, the roofing company, recommended a line of heat tape along the edge of the roof. We have also contacted our roofing consultant, Bill Elliott, and he has agreed to examine the problem and give us advice.

**6. Delivery Vehicle Purchase and Sale (written by Lynne Thorimbert)**

As directed at the March 2017 Executive Meeting, Marigold purchased a 2017 Ford Transit cargo van for \$41,923.25 + GST \$2,146.16 = Total \$44,069.41. The primary use of this vehicle will be for delivery. The Transit is a 250 engine (more powerful than other Transit models Marigold owns), with an expanded wheel base (more cargo space), and a stronger suspension. This positions Marigold to better manage newly added delivery routes and increased volume.

Marigold sold the 2013 Ford Econoline E-150 cargo van for \$1,000 to All in One Parts (auto wrecker). The van had significant body damage on two doors and a missing handle. The Executive agreed it was more cost-effective for Marigold to pass on an insurance claim, to sell the van as-is, and to purchase a new vehicle outright. This van was already scheduled for sale in 2017 as per the Vehicle Replacement Plan (approved by the Executive in 2016).

**7. MP and MLA Visits**

Michelle met with MP Martin Shields and his assistant, Andrea Hook, on February 17. Because of Martin's work on library boards and ALTA, he is very familiar with and interested in Alberta libraries and library systems, as well as municipal and Alberta government structure and practices. We talked about funding for HQ and possible federal funding sources, RISE, public library service for Indigenous Albertans, high speed Internet in rural and remote areas of the province and public library influence on community sustainability.

Michelle met with MLA Cam Westhead in January and that meeting was reported in the January 2017 Board background notes. Meetings have been requested with MLA Leela Aheer, Chestermere-Rocky View and with MLA Rick Strankman, Drumheller-Stettler. After the unsettling news about severe budget cuts impacting Saskatchewan library systems, we are reminded to regularly connect with decision-makers to emphasize that public libraries are still valued, relevant and well-used. A public library is one of the few places in a rural community that is open to everyone – all ages and incomes. Residents grieve when they lose their library because they identify strongly with its value in sustaining their community and providing residents with a hand up. Public libraries in small communities would not exist without the support of a library system like Marigold.

**8. 2016 Federal Census**

Results from the 2016 federal census were released earlier this year. We compared the population stats from Stats Canada to the 2016 official municipal populations from Municipal Affairs, expecting increased populations in municipalities closer to Calgary. At first glance, it appears that population in most municipalities did not change very much. Population was lower in Special Areas and smaller communities like Carbon, Cereal, Empress, Standard and Youngstown. These federal census results will likely be included in the Municipal Affairs official population list for 2017 and for the next five years in most cases.

Marigold's population from the federal census is now over 300,000, so Marigold is still the third largest library system in Alberta after Calgary and Edmonton, based on population.

**9. County populations on Collection Schedule - update**

At the January 2017 Board Meeting, there was discussion on whether county populations should be factored into the Collection Management Policy – Materials Allocation – Schedule A. Populations living in participating Marigold municipalities are able to access library collections from any member library facility in

Marigold (or TRAC), but the county populations have not been included in the population range used to establish collection distribution. The Marigold Board Standards & Services Committee planned to review this schedule after the release of the Federal Census. Now that the Federal Census numbers are in hand, Marigold staff have prepared a proposed schedule that will be presented to Standards & Services on May 30. Standards & Services will make a recommendation for the Executive to review, and the draft schedule for next year will be presented for approval by the Board.

# ANNUAL GENERAL MEETING

Marigold Library System

Board of Management

Saturday, 22 April, 2017

Strathmore Alliance Church

Strathmore, Alberta

## MINUTES

### MARIGOLD BOARD MEMBERS IN ATTENDANCE

ACADIA	Maxine Booker	1
ACME	Daniel Leronowich	2
AIRDRIE	Kayla Jessen-White	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
CROSSFIELD	Jo Tennant	10
DELIA	Janice Hoover	11
DRUMHELLER	Margaret Nielsen	12
FOOTHILLS M.D.	Eleanor Chinnick	13
HANNA	Richard Preston	14
HIGH RIVER	Heather Meszaros	15
HUSSAR	Kristen Anderson	16
I.D.#9	Ghada Wirth	17
KNEEHILL COUNTY	Glen Keiver	18
LONGVIEW	Jan Dyck	19
MORRIN	Karen Neill	20
OKOTOKS	Marian Walsh	21
ROCKYFORD	Gary Billings	22
SPECIAL AREA # 2	Bob Gainer	23
STANDARD	John Getz	24
STARLAND COUNTY	Lil Morrison	25
STRATHMORE	Denise Peterson	26
THREE HILLS	Ron Howe	27
TROCHU	Bill Cunningham	28
WHEATLAND COUNTY	Berniece Bland	29
YOUNGSTOWN	Leann O'Connell	30

### MARIGOLD HQ STAFF IN ATTENDANCE

Michelle Toombs
Laura Taylor
Lynne Thorimbert
Carlee Pilikowski
Alida Pituka
Nora Ott (recording)
Jessie Bach
Nicole Talsma
Jane Fisher
Richard Kenig
Caleigh Haworth
Oleniuk, Alison

### REGRETS **WITHOUT** NOTICE

BANFF	Corrie DiManno
CONSORT	Dale Kroeger
EMPRESS	Sheila Howe
KANANASKIS I.D.	Susan Billington
MUNSON	Lyle Cawiezel
SPECIAL AREA #4	Lisa Vert

### GUESTS

Marilyn King	Chestermere Library Board
Janelle Sandboe	Chestermere Library Board
Gurpreet Billing	Chestermere Library Board
Peggy Emslie	Sheep River Library Board
Nancy Jackson	Sheep River Library Board
Lora Peterson	Irricana Town Council
Teresa Cameron	Irricana Library Board
Erin Gregory	Auditor
Michael Ell	Mayor of Strathmore

### REGRETS WITH NOTICE

BEISEKER	Sharon King	1
GHOST LAKE	Donna Bauer	2
IRRICANA	Shannon Simmons	3
LINDEN	Wendy Marsh	4
OYEN	Dennis Punter	5
ROCKY VIEW COUNTY	Dimitri Dimopoulos	6
SPECIAL AREA # 3	Helen Veno	7
WAIPAROUS	Janine Jevne	8

### VACANCIES

BLACK DIAMOND/TURNER VALLEY

# AGM 2017

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1. CALL TO ORDER

-L. Lyster called the Annual General Meeting to order at 9:52 am

2. Approval of Agenda

**MOTION:** R. Preston/B. Bland

- To approve the 2017 Annual General Meeting agenda

CARRIED

3. Review of April 23, 2016 AGM Minutes

-The minutes of the April 23, 2016 AGM that were approved at the 2016 August Board meeting were available for review

4. 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. 2016 Audited Financial Statement

- E. Gregory from Gregory, Harriman & Associates presented the 2016 Audited Financial Statements

-The 2016 Audit for Marigold was a clean audit

**MOTION:** K. Jessen-White/L. Morrison

-That the Marigold Library Board's financial statements, for the fiscal year ending December 31, 2016, be taken as read, verified and approved

CARRIED

5. Appointment of Auditor for 2017

**MOTION:** G. Billings/M. Nielsen

-That Gregory, Harriman & Associates be named as auditor for 2017

CARRIED

6. Annual Report

-C. Pilikowski presented the Annual Report for 2016

-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
- 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.

<p><b>MOTION:</b> E. Chinnick/L. O’Connell -To accept the Annual Report for 2016</p>	<p>CARRIED</p>
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7. Elections & Appointments to Committees

Board Chair:

Lynda Lyster put her name forward as Board Chair.

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

<p><b>MOTION:</b> E. Michaels/E. Michaels -That Lynda Lyster be appointed Chair of the Marigold Board</p>	<p>CARRIED</p>
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-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, 2016 Executive Committee meeting.

<p><b>MOTION:</b> E. Michaels/E. Michaels - That the following members be elected to the Executive Committee for 2017/2018 <b>Chair</b> Lynda Lyster - M.D. of Bighorn. As representatives from the top three populations in Marigold: Kayla Jessen-White - City of Airdrie Marian Walsh - Town of Okotoks Dimitri Dimopoulos - Rocky View County As Members-at-large: <b>Vice Chair</b> John Getz - Village of Standard <b>Treasurer</b> 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</p>	<p>CARRIED</p>
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Advocacy Committee

<p><b>MOTION:</b> E. Michaels /E. Michaels -That Lil Morrison, Helen Veno, Jerry Kruse, Kayla Jessen-White 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</p>	<p>CARRIED</p>
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All positions on this committee are currently filled

Governance Committee

<p><b>MOTION:</b> E. Michaels /E. Michaels - 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.</p>	<p>CARRIED</p>
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All positions on this committee are currently filled

Finance Committee

**MOTION:** E. Michaels /E. Michaels

-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

All positions on this committee are currently filled

Standards & Services Committee

**MOTION:** E. Michaels /E. Michaels

-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

All positions on this committee are currently filled

Building Committee

**MOTION:** E. Michaels /E. Michaels

-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

All positions on this committee are currently filled

HR Committee

**MOTION:** E. Michaels/E. Michaels

-That Susan Roper, Berniece Bland, Dimitri Dimopoulos 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

All positions on this committee are currently filled

8. Signing Authority

**MOTION:** G. Billings/K. Anderson

-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 2016, the records of Marigold Library System for the year 2008 were disposed of in accordance with the Records Management Policy.

10. Adjournment of Annual Meeting

**MOTION:** D. Meszaros/L. O'Connell

-To adjourn the Annual General Meeting

CARRIED

The AGM was adjourned at 10:30 am

\_\_\_\_\_  
CEO

\_\_\_\_\_  
Board Chair

**MARIGOLD LIBRARY SYSTEM**  
 Board of Management  
**Saturday, August 26, 2017**  
 Crescent Point Regional Field House  
**Okotoks, Alberta**  
**MINUTES**

**MARIGOLD BOARD MEMBERS IN ATTENDANCE**

ACADIA	Maxine Booker	1
ACME	Daniel Leronowich	2
AIRDRIE	Kayla Jessen-White	3
BEISEKER	Sharon King	4
M.D. BIGHORN	Lynda Lyster	5
CANMORE	Judith Smith	6
CARBON	Guss Nash	7
CEREAL	Elaine Michaels	8
CHESTERMERE	Lennox Gomes	9
COCHRANE	Susan Roper	10
DELIA	Janice Hoover	11
DRUMHELLER	Margaret Nielsen	12
GHOST LAKE	Donna Bauer	13
HANNA	Jerry Kruse	14
HIGH RIVER	Darlene Goodwin	15
HUSSAR	Kristen Anderson	16
I.D. #9	Ghada Wirth	17
KNEEHILL COUNTY	Bob Long	18
LONGVIEW	Jan Dyck	19
OKOTOKS	Marian Walsh	20
OYEN	Kevin Brost	21
ROCKYFORD	Gary Billings	22
SPECIAL AREA# 3	Helen Venno	23
STANDARD	John Getz	24
STRATHMORE	Denise Peterson	25
THREE HILLS	Ron Howe	26
WAIPAROUS	Janine Jevne	27
WHEATLAND COUNTY	Berniece Bland	28

**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
Jane Fisher

**REGRETS WITH NOTICE**

BANFF	Corrie DiManno
CROSSFIELD	Jo Tennant
FOOTHILLS M.D.	Eleanor Chinnick
IRRICANA	Shannon Simmons
KANANASKIS I.D.	Susan Billington
MORRIN	Karen Neill
LINDEN	Wendy Marsh
ROCKY VIEW COUNTY	Dimitri Dimopoulos
SPECIAL AREA # 2	Bob Gainer
STARLAND COUNTY	Lil Morrison
TROCHU	Bill Cunningham
TURNER VALLEY/ BLACK DIAMOND	Nancy Jackson

**GUESTS**

Kerry Anderson	Public Library Services Branch
Ken Feser	Public Library Services Branch

**REGRETS WITHOUT NOTICE**

CONSORT	Dale Kroeger
EMPRESS	Sheila Howe
MUNSON	Lyle Cawiezel
SPECIAL AREA #4	Lisa Vert
YOUNGSTOWN	Leann O'Connell



# MINUTES

1. **CALL TO ORDER** - L. Lyster called the meeting to order at 9:30 a.m. and acknowledged that the meeting was situated on Treaty 7 territory, traditional lands of Indigenous peoples of Southern Alberta

1.1 Greetings from the Town of Okotoks

- Mayor Bill Robertson brought and distributed gifts, from the Town of Okotoks, to all those in attendance at the meeting. Mayor Robertson informed everyone that the Crescent Point Field House was a joint project between the Town of Okotoks and the Foothills M. D. The building was funded with \$22 million acquired from grants and is totally debt-free. He stated that Libraries are a life line to the world and offer a gathering place to the community. Marigold was acknowledged as a progressive system that offered a wide range of services and was thanked for all its hard work to keep libraries thriving

1.2 Delegates, guests, and Marigold staff introduced themselves

1.3 Recognition of new Board members

- Nancy Jackson – Town of Black Diamond/Town of Turner Valley
- Kevin Brost – Town of Oyen

There are no vacancies

2. **APPROVAL OF AGENDA**

**MOTION:** J. Getz/G. Nash

-To approve the agenda

CARRIED

3. **MINUTES OF THE April 22, 2017 MEETING**

**MOTION:** D. Peterson/D. Leronowich

-To accept the Minutes of the APRIL 22, 2017 Board Meeting as presented

CARRIED

4. **MINUTES OF THE April 22, 2017 AGM**

**MOTION:** J. Dyck/M. Nielsen

-To accept the Minutes of the APRIL 22, 2017 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:** K. Jessen-White/K. Anderson

-To approve agenda items 5.1 to 5.5.

CARRIED

6. **DECISION**

6.1 Financial

6.1.1 Marigold Financial Statements to July 31, 2017

**MOTION:** E. Michaels/G. Billings

-That subject to audit, the Marigold Financial Statements to July 31, 2017 be accepted as presented

CARRIED

6.1.2 RISE Financial Statements to July 31, 2017

**MOTION:** J. Dyck/M. Walsh

-That, subject to audit, the RISE Financial Statements to July 31, 2017 be accepted as presented

CARRIED

6.1.3 Budget Estimates 2018

**MOTION:** S. Roper/G. Billings

-To accept the Marigold Budget Estimates for 2018

CARRIED

6.2 Policies/Plans

6.2.1 Collection Management Policy – Standards & Services

**MOTION:** M. Booker

- To approve the Collection Management Policy

CARRIED

6.2.2 Collection Management Policy, Schedule B – Distribution of Materials – Standards & Services

**MOTION:** M. Booker

-To Approve the Collection Management Policy, Schedule B – Distribution of Materials

CARRIED

6.2.3 Collection Management Policy, Schedule C – Paperback & Shared Collections – Standards & Services

**MOTION:** M. Booker

- To Approve the Collection Management Policy, Schedule C – Paperbacks & Shared Collections

CARRIED

6.2.4 Programs Policy – Standards & Services

**MOTION:** M. Booker

- To Approve the Programs Policy

CARRIED

6.2.5 Records Management Policy – Governance

**MOTION:** K. Anderson

- To approve the Records Management Policy

CARRIED

6.2.6 Records Management Policy, Library Service Points – Governance

**MOTION:** K. Anderson

- To Approve the Records Management Policy for Library Service Points

CARRIED

7. ITEMS FROM THE CONSENT AGENDA

-There were no items from the Consent Agenda

8. FEASIBILITY STUDY

**MOTION:** D. Peterson/ J. Getz

- To accept, for information, the recommendations in the Feasibility Study, and to use this information as a guide to proceed with planning for a new headquarters facility for Marigold Library System in a different location in Strathmore, Alberta

CARRIED

**MOTION:** J. Kruse/ K. Anderson

- To authorize Marigold Library System to enter into a joint venture with Western Irrigation District (WID) and to negotiate with WID to purchase property for a co-located facility

CARRIED

**MOTION:** K. Jessen-White/ G. Wirth

-To grant the Executive Committee of Marigold Library Board clear authority to proceed with negotiations, enter into binding agreements to buy land and build, and to commit to the expenditure of funds for the property purchase and building project

CARRIED

**MOTION:** M. Booker/ H. Veno

- To approach the Town of Strathmore and/or Wheatland County to provide Marigold with a loan of up to \$3,000,000. Marigold is prepared to negotiate and enter into binding agreements for a repayment plan and mortgage security

CARRIED

## 9. GROUP DISCUSSION

**Q.** Why doesn't Marigold expand to two storeys on the existing site?

**A.** Expanding upwards does not decrease costs, and for Marigold operations, two storeys would impede efficient workflows and collaboration

**Q.** Does Marigold have to be located in Strathmore?

**A.** Yes: Strathmore is ideal for equitable access to municipalities across system for delivery services, IT, training and consultation. It has required services for daily operations. Most staff live in Strathmore and have indicated that they will not re-locate. Strathmore property is more affordable than other options investigated

**Q.** Does Option C, in the Feasibility Study estimated costs, include the sale of the current building?

**A.** Estimated costs do not include the sale of Marigold's current headquarters property

**Q.** Will WID will make a lot of money on this?

**A.** WID has lots of money, it's not about that. WID wishes to save building costs and believes that by partnering with Marigold it can achieve this. WID and Marigold are in alignment in terms of cost controls. "Looking for a Chevy not a Cadillac" when it comes to the build. The WID Board voted unanimously to work with Marigold, at their last board meeting. WID has also expressed a desire to contribute to the community. They think this might be achieved by providing a shared green space/garden or much needed meeting space that could be rented (bringing in revenue). Co-locating with an appropriate partner may make Marigold eligible for certain grants

**Q.** Will there be someone looking at this from outside Marigold?

**A.** Marigold and WID will each have separate legal representation during the entire process. Marigold will look to hire a legal firm that specializes in condominium agreements. A real estate estimate from a licensed appraiser will be obtained to ascertain a realistic value on the proposed land parcel before negotiations begin

**Q.** Is there a conflict of interest?

**A.** J. Getz, Vice Chair and Feasibility Steering Committee member, stated that there was no conflict of interest with any current committee members and that if there was anyone involved with WID they should withdraw and refrain from voting

- Q.** Is WID invested in this facility long-term? Will it be their primary building in Strathmore?
- A.** WID's current headquarters is in Strathmore, but is not in an ideal location. WID is aligned with Marigold in seeking a new headquarters by the end of 2020. Both the Town of Strathmore and Wheatland County have had a long term, successful relationships with WID
- Q.** It was stated that WID provides grants. Would WID provide funding or grants to Marigold?
- A.** If WID issues grants it is unlikely that Marigold would become a recipient. Marigold will investigate.
- Q.** Should all major decisions come back to the Board?
- A.** Many decisions must be made quickly. The full Board only meets four times per year. The Executive meets monthly. Marigold must move forward. If the Provincial grant money is not spent before the end of 2020, then it is slated to go back to the Province
- Q.** Why not modify the third motion so that it ends at "buy land?"
- A.** The term "build" includes getting RFPs, hiring an architect, developing plans, acquiring permits, and other administrative projects. It was explained that to proceed in a timely fashion, the term "build", would need to go beyond just buying land
- Q.** Will this mean that the Executive will have carte blanche on spending?
- A.** The Executive cannot spend more than available funds allow. One member stated that the Executive has demonstrated that they make sound financial decisions
- Q.** Will municipalities be financially responsible for any loan defaults?
- A.** No: PLSB confirmed that Marigold is a separate corporate body. Marigold's ability to pay back a loan using operating funds was explained in detail by G. Billings, Board Treasurer and Chair of the Finance Committee
- Q.** What if Marigold does not have sufficient funds and would require additional funding during the build?
- A.** Contingencies have been built into the recommendations of the Feasibility Study which includes soft and hard costs. To further defray costs, Marigold will apply for funding through grants and will receive funds from the sale of their building
- Q.** Would it be possible to have more frequent communication from Executive to Board about progress?
- A.** If something major were to take place, it was agreed that an informative email would be sent to the full Board

## **10. INFORMATION**

### **10.1 PLSB (Public Library Services Branch)**

-Ken Feser and Kerry Anderson provided an update from the Public Library Services Branch

- PLSB offers Board Basics, a training workshop for Board members
- The province will not "top-up" Hoopla in 2017. Hoopla service may end because of the exorbitant costs associated with its pay-per-use platform
- Marigold is participating in a pilot project using Canada Post. The project is being initiated to discover whether using Canada Post is more cost effective. PLSB also would like more information supplied on invoices so they can determine what they are paying for
- The PLSB has been short staffed with two vacancies
- TRAC became disconnected from the ME Libraries database. This problem will be fixed by the end of August
- PLSB has been going through a rigorous procurement process to acquire e-resources and RFPs may be in place before the year's end

## 10.2 Library Month

-C. Pilikowski outlined ways that libraries can promote Library month in October.

-Marigold will again be taking advantage of some of the marketing materials from the American Library Association's library card sign up campaign. Bookmarks and stickers have been purchased

## 10.3 Updates – Michelle Toombs

- The demolition of the old washroom in the basement and its renovation as a meeting/training space is complete. This will increase the resale value of the building and will give HQ staff another flexible workspace
- The garage floor has been reinforced with steel beams. A new concrete floor will be installed so the garage will be functional before the temperature drops and the snow flies
- Marigold is partnering with Peace and Northern Lights Library Systems to develop an Advocacy training course. This will be helpful to member libraries so they can learn skills that will help them to communicate effectively with councils and other stakeholders
- Marigold will need to re-form the Schedule C Committee. The two-year schedule expires at the end of 2018
- Marigold is investigating new website platforms
- Marigold is investigating options for a new logo
- The system reception at the Alberta Library Conference in Jasper will be cancelled in 2018. This will save money for the seven library systems.
- The Alberta Library has been audited for GST and is assessed for ~\$1.2 million in arrears. TAL will contest this assessment and is currently engaged in the objection process. They have also hired a lawyer. Members and Directors will not be personally responsible for any part of the assessment

## 10.4 Upcoming Board Meetings

- The November meeting will be held in Drumheller on Saturday, November 18, 9:30 am, at the Badlands Community Facility.
- The January meeting will be held on Saturday, January 27, 9:30 am, 2018 in 4 locations via videoconference at Airdrie, Hanna, Sheep River Library in Turner Valley and Marigold Headquarters in Strathmore

## 10.5 Information Sharing - Roundtable

- The Strathmore Municipal Library has moved into a temporary space while their permanent location is increased in size by 35 – 40 %
- Airdrie received a 1200 sq. ft. expansion
- Hanna's newly renovated library is now open
- Drumheller lost 3 employees. They now have a staff that they hope will stay for a few years. The Drumheller Library Society donated \$10,000.00 for library cards and \$10,000.00 for the library to purchase Canadian content

## 11. BOOK DRAW

The book, "Canada 150 Panoramas", Photos by George Fischer was won by:

- Ghada Wirth - ID#9

Okotoks Mayor, Bill Robertson, donated five cookbooks. The winners of the cookbooks were:

- Darlene Goodwin - Town of High River
- Judith Smith - Town of Canmore
- Kayla Jessen-White – City of Airdrie
- Bob Long – Kneehill County
- Marian Walsh – Town of Okotoks

**12. ADJOURNMENT** - L. Lyster declared the meeting adjourned at 12:35 pm

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CEO

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Board Chair

**Marigold Board Meeting  
August 26, 2017 Background Notes**

**1. Marigold and RISE Financials**

Marigold Balance Sheet and Income Statement (unaudited) to July 31, 2017:

**Balance Sheet:**

The \$3,020,000 (Capital Infrastructure grant) arrived from Municipal Affairs in June and was invested in a GIC maturing in 2018 when we anticipate needing this money for the new building project.

Furniture and equipment assets decreased substantially after the inventory list was updated and because remaining assets were almost fully depreciated.

The deferred Indigenous Grant fund amount (\$67,544) was unspent as of December 31, 2016. This fund was totally spent by March 31, 2017 to coincide with the Provincial government financial year-end. The Indigenous Project report was sent to Public Library Services Branch (PLSB) on May 18 after receiving Executive approval.

The Establishment Fund was decreased by almost \$64,000 because of the annual amortized value of the Bell wireless system that was installed in 2013. The Establishment Fund has \$389,000 in expendable funds after annual amortizations.

The total money allocated to reserves increased by \$369,813 after the 2016 audit was approved by the Board in April. The Building reserve increased by \$300,000 to \$2,223,987. The vehicle reserve increased by \$24,000, and then \$42,710 was withdrawn for a replacement delivery Ford Transit van, leaving \$5,850. The Videoconferencing reserve was increased by \$80,000 by Executive Motion in July 2016. \$80,000 had been budgeted for three-year maintenance agreements for videoconferencing equipment at Marigold Libraries; however, those maintenance agreements were no longer available from the vendor, so \$80,000 was invested in this capital reserve for possible future replacement of videoconferencing equipment at Marigold libraries. The Executive may reallocate this amount to another reserve or expend this money for a different purpose if they choose. The operating reserve at \$996,467 would theoretically cover expenses for 2.4 months (using a rough estimate of annual budget divided by 12 months).

Excess Revenue Over Expenditures for 2017 includes the capital infrastructure grant of \$3,020,000. That is why it is so much more than the amount in 2016.

**Income Statement:**

**Revenue:** Marigold is in a good financial position. Provincial grants were deposited in June and July as follows:

- a. **Capital Infrastructure Grant** = \$3,020,000 (posted to Other Grants, line 12)
- b. **Indigenous Project Grant** = \$93,624 (+\$ 3,977 because 2016 population for Siksika and Stoney Nakoda residents increased)
- c. **Library System Operating Grant** = \$1,394,358 (+\$30,122 because 2016 population increased)
- d. **(Rural) Library Service Grant** = \$456,227 (no \$ increase because 2016 populations did not change according to Municipal Affairs)

Marigold also received a grant of \$2,882 to cover the wages of a summer student employee. Marigold received two grants for summer students. The remainder of the grant funding payout will be received after the completion of the two students' employment.

Please note that Reimbursements are listed for information on the Income Statement under Revenue and Expenditures even though they are not included in the 2017 budget as agreed by Executive upon the advice of the auditors. These reimbursements include \$24,378 for the Hussar Remote (hold pick-up) Lockers which Hussar paid for, as well as the cost of the service agreements for the new RISE central site equipment. Marigold staff are much busier this year purchasing supplies and computer equipment/consumables for our member libraries.

Miscellaneous income is already over budget for the year because of auditor-approved changes to how travel reimbursements are recorded.

**Expenditures:** 58% of the year has passed to the end of July; 57% of the Expenses budget has been spent.

Expenditures are on track, including salaries at 55%. Staff salary increases went into effect on July 1 following a salary grid review that was approved by Executive on May 17.

The additional \$10,000 that was budgeted for a new venue for the Member Library Workshop on May 10 was well worth the investment. Everyone raved about the Clarion Hotel convenience, ample space and food, and we easily accommodated a 25% increase in attendance, which we hope to grow in the future with more sessions and attendees.

Although we are concerned about the escalating cost of our electronic resources, especially hoopla, our electronic resources expenditures are on track at 45%; however, we are waiting for several large annual invoices that are due for payment in the Fall.

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

**Balance Sheet:** Prepaid accounts include \$34,950 for three years of maintenance support for the new RISE central site equipment that was purchased in 2016. The auditors have adjusted the RISE balance sheet following the approval of the 2016 Marigold financials.

**Income Statement:** Nothing new to report. Everything on track.

## 2. 2018 Marigold Budget Estimates for Councils

Marigold's estimated budget for 2018 is \$5,259,480, which is 3.5% above the Board-approved 2017 budget. Expenditures follow revenue projections because of the higher cost of goods and services for a service population that is expected to increase in 2018.

Marigold managers began compiling the 2018 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 2018 Board meeting.

Factors affecting the 2018 budget projections include:

- **Revenue:** Official municipal populations published by Municipal Affairs in January 2018 are expected to mirror recent federal census results for counties and smaller municipalities; however, revenue is expected to increase by a small amount. Public Library Services Branch recommends using the past year's provincial grant amount because any grant increases are unknown until March.
- **Marigold Expenses:** Marigold's Service population has increased year over year and patron use of Marigold services has steadily increased as well; therefore, there are 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:** + 6% includes salary grid step increases for eligible staff; cost increases because of changes to Employment Standards Code (e.g., banked time); and expected increases for benefits. A salary grid review was completed in Spring 2017 (four years after the last review) and most salaries were adjusted on July 1, 2017 after comparison with salaries in similar organizations. 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 33 people during the summer, and this year there are four students.
  - **Materials, processing, delivery:** + 2%, mostly for 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 increased mileage, larger vehicles and more frequent trips to high transaction volume libraries.
  - **Transfer payments:** + 2%. Service grants for communities near Calgary are based on population, while a set amount for communities with smaller populations have not changed.
  - **Admin, Board, building, supplies, vendor services and contracts:** + 6% anticipates rising contract costs for insurance, caretaking, landscaping & snow removal services, utilities, TRAC levy and TAL membership. Shelf-ready cataloguing service costs are expected to increase because Marigold will be acquiring more shelf-ready collection materials from vendors, thus maintaining and improving turn-around for materials purchased through HQ.
  - **Computers, peripherals, licenses, network costs:** + 8%, mostly because of scheduled replacement of Fortigate devices at our member libraries. These devices communicate with the SuperNet to enable all online services. A new Website platform is coming soon, although the cost is substantial. IT Manager, Richard Kenig advises that the telephone system at headquarters needs to be upgraded. Last year, the overall computer budget expenditures were lower than expected because the new TAL online catalogue cost a lot less. This year, however, computer hardware and licensing costs are generally increasing and are an essential part of our service.
  - **Consultation, programs, marketing:** + 4% will cover increased travel costs for Marigold consultants, IT staff and program staff to travel to member libraries. Increasing cell phone costs are also included because cell phones are provided for all Marigold staff who travel on Marigold business.
- **Capital and project expenditures** are based on available funds after operating costs have been subtracted from revenue projections. This budget will be used to replace a delivery van in 2018 and to



assist with a new website platform 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 35% less in available funds for capital and project expenditures in 2018.

### 3. Marigold Library System Feasibility Study

A Feasibility Study is a study designed to determine the practicability of a plan (dictionary definition).

The recommendations and probable costs contained in the Marigold Library System Feasibility Study report are not final or written in stone.

At the August meeting, Board members will be asked to vote on a motion to authorize the Executive Committee to proceed with negotiations and to authorize the expenditure of funds for the building of a new Marigold Library System headquarters facility. If this motion is approved, negotiations will begin to purchase property and issue RFPs (Requests for Proposals) for various building contracts. This competitive bid process will inform final costs. Because Board meetings occur infrequently (November, January, April and August) and because all of the infrastructure grant funding from the province has to be spent by 2020, Marigold needs the Executive Committee to have this flexibility and authority to commit to business plans and decisions in a timely manner.

After the Executive Committee decided in September 2015 to proceed with a Feasibility Study using the professional services of an architectural firm, an RFP (Request for Proposal) was prepared by Marigold staff and sent to six architectural firms with experience designing library facilities. BRZ Partnership Architecture was chosen by the Marigold Board Building Committee in April 2016 to conduct the study and prepare a report.

A Steering Committee of Marigold Board members, Headquarters staff, Hank Brzezinski and BRZ staff was formed, and ten meetings were held in 2016 to provide background and input for the report findings and recommendations, which were presented to the Executive Committee in May 2017. The report was distributed to all Board members for information on July 24, 2017.

The Feasibility Study had the following objectives:

- a. To provide an expert opinion on whether Marigold Headquarters needs a larger facility:

**Report findings:**

The recommendation from the Space Requirements / Program in the Feasibility Study is for 20,000 sq feet, which is in line with other library system headquarters of similar size in Alberta. Currently Marigold has 9,600 sq ft.

- b. To identify issues with the current facility and property:

**Report findings:**

- i. Inadequate garage and shipping & receiving workspace
- ii. Inadequate security and infrastructure to support IT work
- iii. Inadequate meeting and training space
- iv. Inadequate space for future growth and changing roles for Marigold, such as supporting library programs
- v. Not enough parking spaces
- vi. Unsafe egress for large delivery trucks near a large school with 900 students and staff, and not enough space on the property to safely turn around

- c. To analyze and compare three building options, including:
  - i. Option A) -- renovating and expanding the current building
  - ii. Option B) -- renovating an existing facility elsewhere in Strathmore
  - iii. Option C) -- purchasing property and building a new building

**Report findings:**

- i. **The Feasibility Study recommendation is to construct a new building on a different property (Option C, starting on page 41 of the Feasibility Study report) because Option C has no major planning or construction issues and has good access / egress for delivery trucks and the SuperNet. In addition, the property and building should be large enough to support future expansion if required.**
  - ii. The Feasibility Study does not recommend renovating and expanding our current HQ building (Option A) because there are serious planning and safety issues.
  - iii. The Feasibility Study does not recommend renovating and adding facilities such as garages to another existing building in or near Strathmore. There is no appropriately sized facility in the real estate inventory, and a two-storey facility is not well suited to Marigold's operations.
- d. To provide probable costs for a new headquarters building:

**Report findings:**

- i. Option A (existing property and building): \$ 7,417,593  
(\$120/sq ft for renovation and \$250/sq ft for additions)
  - ii. Option B (another office building in Strathmore): \$ 8,307,374  
(\$110/sq ft for renovation and \$250/sq ft for addition)
  - iii. Option C (new property and new building): \$ 7,697,279  
(\$213 per square foot for just the new construction).
- e. These probable cost estimates include the estimated costs for a suggested property purchase, structural work, building envelope, interior finishes, mechanical, electrical, data, site improvements, contingencies, furnishings, relocation costs and permit fees.
  - f. The actual cost of the project will depend on the cost of the property, the results of the design and construction RFPs and the potential for a joint venture with another organization in Strathmore.
  - g. The conceptual floor plan in the Feasibility Study (page 48) is not set in stone either. It was useful to have a floor plan to identify work spaces and adjacencies to other workspaces for operational efficiencies.

**Priorities for a new building and property**

1. Headquarters facility to be all on one level to facilitate workflows and movement of materials and to maintain effective oversight of daily operations
  - a. An elevator is expensive to maintain; an out-of-service elevator impedes productivity; and there are delays in servicing outside a major urban area
2. Good access and egress on and off the property for delivery trucks.

3. Large enough property for future expansion if needed and for enough parking stalls. Town Planning Dept. will guide the decision on how many parking stalls are required. Feasibility Study recommends 50 and there is a preference for wide stalls
4. Acoustic treatments and noise abatement throughout the building, especially for offices and meeting spaces
5. Shipping & Receiving
  - a. Side-by-side garages for four vehicles so that vehicles can fit inside and staff can walk around the vehicles for loading and unloading. Marigold has six vehicles, which are all in use most days
  - b. Loading dock with good access and egress for freight trucks
  - c. Larger shipping receiving area for an efficient workflow and accessible storage for bins and bags; adjacent to loading dock and garages
  - d. Recycling bin
6. IT Dept
  - a. Adequate, accessible and secure space for IT network equipment
  - b. Server room must be secured, have environmental controls, and be large enough for expansion
  - c. Functional area for staging and testing IT equipment and storing IT equipment, supplies and consumables; long work bench to spread out computer equipment and work on more than one computer at a time (e.g., loading software)
  - d. Functional area for managing videoconferencing network and providing helpdesk IT support
  - e. Flexible power and conduit connections to support future IT capacity and functionality
  - f. Flexible workspaces to allow for additional IT staff; IT staff need to have enough space for multiple computers and screens, and convenient access to see what is going on in the server room
  - g. SuperNet and Internet connections with convenient access to network equipment
7. Multi-purpose Meeting Room
  - a. Large enough meeting room to accommodate at least 60 people; partitioned for smaller meetings with enough sound protection to have concurrent meetings
  - b. Meeting room equipped with Wi-Fi, videoconferencing, projection and sound equipment; able to accommodate multiple laptops for training events, meetings and programs
  - c. Kitchen adjacent to the meeting room large enough to cater a Board meeting
  - d. Bathrooms to accommodate staff and meeting room needs
  - e. Storage space for tables, chairs and meeting room supplies
  - f. Adjustable lighting to allow for presentations
8. Storage and Equipment
  - a. Adequate space for staff to sort and organize shipments of materials, supplies, programming supplies/equipment, board materials, communications/marketing materials; to sort and store donated materials; and to prepare recycling
  - b. Adequate storage space for equipment and supplies for Marigold and for member libraries; convenient access to store and retrieve supplies
  - c. Adequate space to manage interlibrary loans, Library 2 You (mail service), remote locker service and paperback deposits; chairs for public visits
  - d. Secure and accessible storage for confidential personnel, business-related files and archived materials
  - e. Separate fire-rated rooms for production equipment (copiers) with enough space to collate materials and store paper/supplies, and to house a humidifier
  - f. Staff room with kitchen facility and space to relax

9. Offices
  - a. Fifteen offices for professionals and staff members to conduct confidential business; offices large enough for a small table and chairs
  - b. Quiet and well-lit space for staff involved with bibliographic workflows; book truck parking lot and enough space surrounding desks to allow for several book trucks
  - c. Space for the Accounting Administrator and HR Coordinator to have confidential printing and files close at hand; offices located near CEO and Deputy CEO
  - d. Space for Communications Specialists to design and prepare communication, training, promotional and marketing materials; space to store give-aways for trade shows etc
  - e. Four more workspaces for seasonal employment of staff members (usually during the summer)
  - f. CEO and Deputy CEO to have offices that are large enough to have a table and chairs for 4 people
  
10. Nice to have list
 

Suggestions for nice-to-have amenities (if affordable) include:

  - a. Welcoming reception space with comfortable chairs and display space; feature art in the entrance
  - b. Larger meeting room with outside entrance that could be used by other organizations; locked access to areas where staff work
  - c. Leed certified building standards to save on future heating and cooling costs
  - d. Built-in infrastructure for future energy savings
  - e. Wellness room for staff
  - f. Bicycle rack and storage
  - g. New furniture (not used furniture, recycled from other businesses)
  - h. Outdoor patio
  - i.

#### 4. Funding for a new building

##### a. Co-ownership

Marigold Board members and staff have met four times with Western Irrigation District (WID) Board members and staff to explore our mutual interest in working collaboratively towards construction and operation of a co-owned facility. We have come to the mutual agreement that our organizations are a good fit because we are both not-for-profit, service-based organizations with approximately the same number of staff and each has a need for a new building that is approximately the same size. 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; enhanced community engagement; opportunity to demonstrate leadership in efficiency, governance and environmental stewardship; and, of course, delivery of better and more cost-effective service to our members.

WID has property just south of the TransCanada Highway in Strathmore that we believe is well-suited for Marigold. If Marigold Board approves the motion: *To authorize Marigold Library System to enter into a co-ownership project with Western Irrigation District (WID) and to negotiate with WID to purchase property for a co-located facility*, a Statement of Intent will be signed by both parties and planning and negotiations will begin with WID. Marigold does not intend to lease this facility; ownership is a priority so that Marigold has an asset if relocation or rebuilding becomes a necessity in the future.

##### b. Project Funds

Marigold Library System received a \$3,020,000 capital infrastructure grant this year from the Alberta Government to cover the costs of replacing Marigold Library System headquarters. This unexpected announcement came in March and the money was deposited and invested in June. The purpose of the grant, as stated in the Agreement with Municipal Affairs, is to cover costs associated with the maintenance and renovation, or replacement, of the Marigold Library System headquarters, and it must be spent by December 31, 2020.

For ten years, Marigold has invested its operational surpluses, as determined by the annual audit, into a capital reserve that currently sits at \$2,223,987. There are small savings in other capital and restricted reserves that may be used to top up this amount to nearly \$2.5M. When added to the capital infrastructure grant, the total comes to \$5,500,000.

With the savings and capital infrastructure grant, Marigold is able to pay for a substantial portion of the estimated \$7.7M project cost to build a new headquarters facility. This probable cost estimate from the Feasibility Study includes the estimated costs for a suggested property purchase, structural work, building envelope, interior finishes, mechanical, electrical, data, site improvements, contingencies, furnishings, relocation costs and permit fees.

The actual cost of the project will depend on the cost of the property and the results of the design and construction RFPs, as well as the potential for a joint venture. There may also be unexpected project costs even though a reasonable contingency has been built into the estimate of \$7.7M. Marigold's need for additional funding to go ahead with the project may range between \$2,000,000 and \$3,000,000, and it is Marigold's responsibility to acquire this funding. There is no more funding available from the provincial government.

The Town of Strathmore has been approached to take out a loan for Marigold because The Libraries Act of Alberta allows a municipality to borrow funding for capital purposes for a library system facility. There is no provision in the Act for a library system to borrow funds directly from a financial institution and Library Systems cannot borrow from the Alberta Capital Financing Authority. Marigold needs to be prepared to enter into a formal agreement with this municipality to repay the loan with Marigold providing mortgage security. Marigold is seeking a long-term low interest rate that would be affordable to repay with annual operating funds; however, this remains to be seen as this municipality must achieve Council consensus and municipal approval to proceed with such a loan. If this municipality cannot provide a loan, other options for requesting a loan have been proposed.

Marigold Library Board will also be applying for grants and, at an appropriate time, intends to list its property for sale. The proceeds from these fundraising activities will hopefully lower the amount of the loan.

**c. Marigold Headquarters Building History and Future**

The headquarters building, which Marigold currently occupies, was originally built as an armory in 1953. Marigold Library System began its operations in Strathmore in 1981. An extension was added in 1989 to increase the footprint to 9,600 sq ft. Since 2006, Marigold's service population has grown 2 ½ times, whereby Marigold has gone from the smallest to the largest regional library system with a service population exceeding 300,000 Albertans. Although the building is structurally sound and well maintained, the small building footprint and inefficient layout for Marigold's purposes, as well as potentially unsafe egress for large delivery vehicles, limits Marigold's ability to meet future regional library system standards for public library service delivery and personal safety.

Retaining a headquarters facility in Strathmore, where it has been since 1981, is deemed to be the best business decision for Marigold's future. Strathmore is centrally located within Marigold Library System's area of 53,646 sq. km., and this facilitates IT network and support, van delivery services and consultants' work with 36 libraries, 44 municipalities, 2 remote locker installations and 12 book deposits. Retaining skilled workers who have made a home for themselves and their families in Strathmore is also good for Marigold. Marigold has developed mutually beneficial vendor relationships with local business, bank and professional services in Strathmore.

## 5. **Garage Floor and Shipping and Receiving**

At the end of March, Headquarters staff noticed that the garage bay floor was sinking and that the concrete was cracking badly with rebar fully exposed. The deteriorating condition of the garage floor, which is suspended over a basement room, was identified as a serious hazard. Staff were notified that vehicles could not be backed into the garage and that delivery items could not be stacked on the floor until engineers confirmed that the floor was structurally sound. Our one-bay garage is used to store interlibrary loan boxes and bags and to load delivery vans (one at a time).

The structural engineering assessment completed by Mike Pyra of Kassian Dyck Associates (Consulting Engineers) confirmed the cement slab cannot safely support Marigold operations in its current condition. Every work day, 11,000 pounds are placed on the front of the garage (full vehicle plus staging), plus 5,500 pounds on the back half of the floor (bins, government courier bags, people, dollies, etc.). The engineers investigated several options and were unable to find a workable solution using the existing floor and underlying support. The rebar in the slab is very small at 8mm (the smallest rebar you can buy today is 10mm, so the floor is not to code regardless).

At the direction of the Marigold Executive, Kassian Dyck prepared engineering designs and drawings for a steel beam reinforcement solution, and is tendering and negotiating RFPs on Marigold's behalf. Marigold Executive agreed to two motions to install new steel support beams below Marigold's garage bay and to replace and resurface the concrete pad at a cost not to exceed \$10,000. Construction will begin the week of August 21 with the installation of the steel beams. The concrete repair will follow in early September. Whether or not Marigold Headquarters remains at the existing site, this repair work is necessary.

## 6. **Basement Renovation**

Marigold completed renovations of the long-abandoned bathrooms in the basement to provide much-needed storage and meeting space. In May, the linoleum floor tile was tested and came back positive for asbestos residue underneath. Asbestos remediation was completed for \$3,275 in July. Then, fixtures and plumbing were removed, and a jackhammer was used to clear some areas for environmental reasons and to level the floor. The renovations included patching and paint, lighting, outlets, data drops and flooring at a total cost of \$16,950.

## 7. **Canada Post Pilot Project with select Marigold Libraries and Public Library Services Branch (written by Lynne Thorimbert)**

The following announcement from PLSB was shared with Marigold member libraries in July.

### *Delivery Review*

*PLSB is reviewing the interlibrary loan delivery ecosystem in Alberta, with a specific focus on delivery via the government courier service. The review and its ensuing recommendations (in process) hope to create efficiencies and equitability in access to library resources for all Albertans. In the 2016/17 fiscal year, PLSB paid \$764,806 for the government courier service. Government courier serves approximately 90 of the 322 library service points in Alberta. The review has uncovered various problems and inefficiencies with the service, such as inequitable service, damaged items, tense relationships between library staff and provincial government staff, OH&S concerns, and a higher than anticipated cost for the service. A complete report will be available once PLSB develops its recommendations.*

### *Canada Post Pilot*

*Based on a close analysis of the cost for government courier and on an evaluation of other comparable delivery services, PLSB is conducting an interlibrary loan delivery pilot with Canada Post. The primary purpose of the pilot is to do a direct and actual cost comparison of delivery services. The secondary purpose*

*for the pilot is to troubleshoot unanticipated problems that may arise if PLSB introduces a new or a supplementary delivery service. The expected outcome is a more efficient and more equitable delivery model. The pilot is being run in partnership with Marigold Library System who will be using the Canada Post Parcel Service. Please be aware that this is not the Canada Post Library Book Rate; it is an entirely different service. The participating service points include: Marigold Library System, Okotoks Public Library, Oyen Municipal Library, Canmore Public Library, Three Hills Municipal Library, and Drumheller Public Library. The pilot will begin in September and run for six months. We are very excited to be running this pilot. We sincerely hope that it helps to improve interlibrary loan efficiency in Alberta.*

#### *Canada Post Pilot Details*

*The participating pilot libraries and system headquarters will be sending everything they normally send out through government courier through Canada Post instead. They will still be receiving items through government courier. Marigold headquarters will begin sending out items through Canada Post in July in order to adjust to the software and to create some best practices for the member pilot libraries. The rest of the participants will join the pilot on September 1. After running the pilot for six months, we should have a good idea of the cost of shipping library items throughout the province with Canada Post. A major concern with government courier is that the prices are not based on numbers of actual items shipped but on estimates. With the Canada Post pilot, we will be able to gather real numbers and the actual costs associated.*

#### *Pilot Implications For libraries*

*The pilot should have minimal impact on libraries. Please note that the parameters of the pilot will not necessarily translate into process if another delivery service is adopted. The pilot is meant to provide a cost analysis and the process will be developed along the way.*

#### *Future of Delivery Service in Alberta*

*Although interlibrary loan delivery service is under review, PLSB is committed to supporting an equitable resource-sharing environment for public libraries in Alberta. We are not seeking to eliminate a delivery service; we are hoping to improve the current delivery model and make it more efficient. It is in the spirit of fiscal responsibility and equitable library service that PLSB is undertaking both the delivery review and the Canada Post pilot project.*

## **8. Hoopla**

Marigold Executive has discussed the unpredictable escalating cost of the PLSB-sponsored streaming media service ‘hoopla.’ Hoopla costs are billed to Marigold on a “pay-per-transaction” basis each month. Because of the substantial costs, estimated to be around \$100,000 in 2017, Marigold has decided to reduce hoopla downloads (check-outs or transactions) per patron per month. Executive passed a motion on June 21 to support the recommendation from Standards & Services Committee to reduce the monthly patron download limit from 5 to 2 on September 1, 2017, and to report back to Executive in January with additional cost-controlling measures if needed.

A decision to scale back service to patrons is always difficult; however, the concern about uncontrollable cost is shared among all hoopla subscribers including Alberta’s regional library systems. Our concerns have been clearly communicated on a number of occasions to the vendor. Marigold HQ has communicated to member libraries and to patrons via the website about the upcoming changes and the rationale for those changes. The Marigold Advisory Committee, led by Marigold Library Managers, was asked for their recommendations and preferences for communicating this change. Based on their feedback, the following has been done to communicate the change to member libraries and patrons: a message was sent to member libraries which includes library managers and staff through an email message on August 1. The hoopla link on the eResources section of the website for all libraries was updated to make users aware of the change. The hoopla brochure and a banner on the website promoting the service have also been updated. Some libraries are already communicating the change to their patrons via social media.

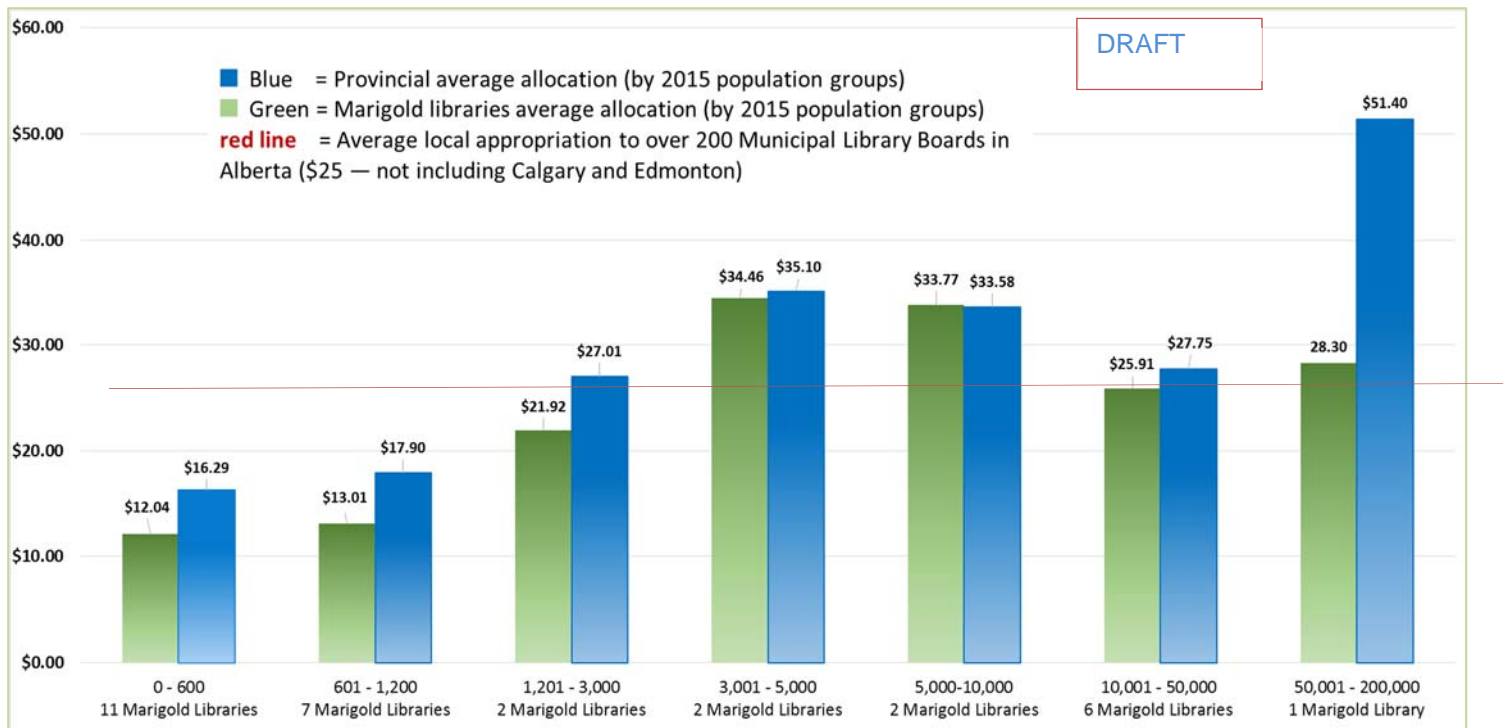
Other library systems in Alberta have employed cost containment measures, such as reducing the number of downloads per month, placing a limit on the cost per downloaded title (which now ranges up to \$4.99 per title), or setting an expenditure cap per year. After analysis, the only effective cost containment measure for Marigold is to reduce the number of downloads per month. Because Marigold’s contract for hoopla does not expire till May 9, 2018, Standards & Services Committee suggested applying other cost controls starting with the above recommendation before deciding to cancel hoopla.

## 9. Advocacy Training Proposal

Marigold, Peace and Northern Lights Library Systems are partnering to develop an advocacy course for member library staff and board members. Because these three library systems are funding partners, the course will be offered at a discounted rate for participants from these library systems. The course will be developed for delivery starting in March 2018 by an instructor with Northern Lakes College. Northern Lakes College has previously provided Marigold members with ‘live online’ training for Marigold members: leadership and supervision, budgeting and reading financial statements.

Course deliverables will include: self-paced resources to prepare those who are new to advocacy; a customized advocacy program for participants to employ after the course; and a toolkit for advocates in the future. This will be timely with upcoming elections and the need to increase stakeholder support. Top of mind is how and when to ask for financial support in a competitive environment where resources are limited. There is no better time than the present (March 2018) to begin advocacy training.

While updating the hand-out to explain how libraries get revenue from municipal and provincial sources, Carlee redesigned the allocation chart to clearly illustrate that Marigold libraries are receiving less than the provincial average for municipal allocations





**MARIGOLD LIBRARY SYSTEM**  
 Board of Management  
**Saturday, November 18, 2017**  
 Badlands Community Facility  
**Drumheller, Alberta**  
**MINUTES**

**MARIGOLD BOARD MEMBERS IN ATTENDANCE**

ACADIA	Maxine Booker	1
ACME	Daniel Leronowich	2
AIRDRIE	Kayla Jessen-White	3
BEISEKER	Sharon King	4
M.D. BIGHORN	Lynda Lyster	5
CARBON	Guss Nash	6
CHESTERMERE	Lennox Gomes	7
COCHRANE	Susan Roper	8
CONSORT	Michael Beier	9
DELIA	Janice Hoover	10
DRUMHELLER	Margaret Nielsen	11
FOOTHILLS M.D.	Eleanor Chinnick	12
GHOST LAKE	Donna Bauer	13
HANNA	Melanie Jensen	14
HIGH RIVER	Heather Meszaros	15
IRRICANA	Shannon Simmons	16
KNEEHILL COUNTY	Glen Keiver	17
LONGVIEW	Jan Dyck	18
MORRIN	Karen Neill	19
OYEN	Stacey Wiechnik	20
ROCKY VIEW COUNTY	Dimitri Dimopoulos	21
ROCKYFORD	Gary Billings	22
SPECIAL AREA# 3	Helen Veno	23
STANDARD	John Getz	24
STARLAND COUNTY	Lil Morrison	25
STRATHMORE	Denise Peterson	26
THREE HILLS	Marilyn Sept	27
TURNER VALLEY/ BLACK DIAMOND	Nancy Jackson	28
WAIPAROUS	Janine Jevne	29
WHEATLAND COUNTY	Amber Link	30

**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

**REGRETS WITH NOTICE**

CANMORE	Judith Smith
CEREAL	Elaine Michaels
CROSSFIELD	Jo Tennant
HUSSAR	Kristen Anderson
I.D. #9	Ghada Wirth
LINDEN	Wendy Marsh
OKOTOKS	Marian Walsh
TROCHU	Bonnie Munro

**VACANCIES**

KANANASKIS I.D.
SPECIAL AREA # 2
YOUNGSTOWN

**GUESTS**

Luella Gaultier	Chestermere Library Board	1
Joan Pennett	Cereal	2
Kristyne DeMott	Drumheller Town Council	3

**REGRETS WITHOUT NOTICE**

BANFF	Corrie DiManno
EMPRESS	Sheila Howe
MUNSON	Lyle Cawiezel
SPECIAL AREA #4	Lisa Vert

# MINUTES

**1. CALL TO ORDER** - L. Lyster called the meeting to order at 9:27 am and acknowledged that the meeting was situated on Treaty 7 territory, traditional lands of Indigenous peoples of Southern Alberta

1.1 Greetings from the Town of Drumheller

-The Drumheller Library Society distributed silver gift boxes to all attendees

- Margaret Nielsen hosted the meeting and thanked Linda Traquair, from the Drumheller Library Society, and Denise Lines, from the Drumheller Library Board, who procured and assembled breakfast for those attending the meeting

-Drumheller Mayor, Heather Colberg, welcomed the delegates to the community of Drumheller. Mayor Colberg talked about how a community grows through the many opportunities provided through the power of books found in libraries. Mayor Colberg explained that the Town of Drumheller works with the Drumheller library to ensure that residents get free access to the library

1.2 Delegates, guests, and Marigold staff introduced themselves

1.3 Recognition of new Board members

- Nancy Jackson – Town of Turner Valley/Town of Black Diamond
- Michael Beier – Village of Consort
- Melanie Jensen- Town of Hanna
- Stacey Wiechnik – Alternate – Town of Oyen
- Marilyn Sept - Town of Three Hills
- Bonnie Munro – Town of Trochu
- Amber Link – Alternate – Wheatland County

There are three vacancies

## 2. APPROVAL OF AGENDA

**MOTION:** G. Nash/M. Booker

-To approve the agenda

CARRIED

## 3. MINUTES OF THE August 26, 2017 MEETING

**MOTION:** J. Dyck/M. Nielsen

-To accept the Minutes of the August 26, 2017 Board Meeting as presented

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:** D. Peterson/E. Chinnick

-To approve agenda items 4.1 to 4.5

CARRIED

## 5. DECISION

5.1 Financial Reports and Budget

5.1.1 Marigold Financial Statements to October 31, 2017

**MOTION:** G. Billings/ A. Link

-That subject to audit, the Marigold Financial Statements to October 31, 2017 be accepted as presented

CARRIED

### 5.1.2 RISE Financial Statements to October 31, 2017

**MOTION:** J. Getz/K. Jessen-White

-That, subject to audit, the RISE Financial Statements to October 31, 2017 be accepted as presented  
CARRIED

### 5.1.3 Draft Marigold Operating Budget 2018-2020

**MOTION:** L. Morrison/ D. Peterson

-To approve the DRAFT Marigold Operating Budget for 2018-2020 for information CARRIED

### 5.1.4 Draft Marigold Capital/Projects Budget 2018

**MOTION:** A. Link/ M. Nielsen

-To approve the DRAFT Marigold Capital/Projects Budget for 2018 for information CARRIED

### 5.2 New Building Update

INFORMATION:

- In response to suggestions at the August Board meeting, Marigold staff have created a quarterly newsletter highlighting any developments pertaining to the new building project
- For the benefit of all new Marigold Representatives, J. Getz delivered a brief history explaining why Marigold needs a new Headquarters building and how Marigold has acquired existing funds (\$6M) destined to be spent on the new building project
- General assumptions are that Marigold will re-locate to another property in Strathmore and co-locate in a joint property venture with WID with expected completion to occur in the fall of 2020. The current budget is \$8M
- It is Marigold's intent to spend the infrastructure grants and capital/operational reserve savings before borrowing money or drawing on a line of credit to complete the new building project

### 5.3 Schedule C

DISCUSSION:

- The purpose of the Schedule C Committee is to propose an amount for a levy increase to cover inflation for 2019-2020. The proposed amount will be presented to the full Board in April 2018 for approval
- To cover inflation, it was suggested that the increase for 2019 – 2020 be 1.5% - 2%
- To obtain a broader perspective, it was suggested that the representation on the Schedule C Committee be composed of large and small municipalities

**MOTION:** D. Peterson/M. Nielsen

-That the current Executive Committee will be the Schedule C Committee for 2019 -2020  
CARRIED

### 5.4 Marigold Board Committee Vacancies

- Members were asked to contact Michelle Toombs or Laura Taylor if they were interested in volunteering for the Advocacy Committee or the HR Committee
- Nominating Committee members approach Marigold Board members who are interested in committee positions. The time commitment is small and the committee is dissolved after the 2018 AGM.
- J. Dyck volunteered and E. Michaels was nominated to be on the Nominating (Ad Hoc) Committee. There were no further nominations.

**DECISION:**

-As there were no further nominations, J. Dyck and E. Michaels were appointed to the Nominating Committee  
CARRIED

## 5.5 Policies/Plans

### 5.5.1 Transfer Payments Policy – Standards & Services

<b>MOTION:</b> M. Booker - To approve the Transfer Payments Policy	CARRIED
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### 5.5.2 Information Technology Policy – Standards & Services

<b>MOTION:</b> M. Booker - To approve the Information Technology Policy	CARRIED
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### 5.5.3 Public Admittance to the Library System Facility Including Use of Library Premises Bylaw - Reviewed by Governance Committee

<b>MOTION:</b> E. Chinnick/ D. Dimopoulos - that the Public Admittance and Use of Library System Facility Bylaw be given first reading	CARRIED
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<b>MOTION:</b> E. Chinnick/ J. Getz - that the Public Admittance and Use of Library System Facility Bylaw be given second reading	CARRIED
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<b>MOTION:</b> E. Chinnick/ J. Dyck - that the Public Admittance and Use of Library System Facility Bylaw be given third reading	CARRIED
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<b>MOTION:</b> E. Chinnick - To approve the Public Admittance and Use of Library System Facility Bylaw	CARRIED
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### 5.5.4 Finance Policy – Finance

<b>MOTION:</b> G. Billings - To approve the Finance Policy	CARRIED
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### 5.5.5 Operational Governance – Reviewed by Finance Committee

<b>MOTION:</b> G. Billings - To approve the Operational Governance Policy	CARRIED
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### 5.5.6 Revenue Development Committee Mandate Statement

<b>MOTION:</b> G. Billings - to delete the Revenue Development Committee Mandate Statement	CARRIED
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### 5.5.7 Revenue Development Plan

<b>MOTION:</b> G. Billings - to delete the Revenue Development Plan	CARRIED
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### 5.5.8 Donations Policy

<b>MOTION:</b> G. Billings - to delete the Donations Policy	CARRIED
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- 5.6 Freedom to Read Week Proclamation
- L. Lyster declared February 25 to March 3, 2018 as Freedom to Read week
  - L. Taylor read the proclamation and L. Lyster signed it
  - The full declaration will be sent to Councils and Library Boards in early January
  - C. Haworth talked about the importance of Freedom to Read Week

## 6 ITEMS FROM THE CONSENT AGENDA

-There were no items from the Consent Agenda

## 7 GROUP DISCUSSION

L. Lyster asked the Marigold Representatives, who were also Councillors, to answer and discuss the question, "From a Councillor's perspective, what approach from Marigold Board members has worked, so that council has gained an understanding of the value of Marigold and the local library."

Comments included:

- Open communication that explains what Marigold does for their community and asks what their council can do for Marigold
- An approach must take the perspective of what Marigold can do to contribute to the community
- Libraries and Marigold should become part of the core that comes to council to educate public officials at the beginning of a term and at the end of the term
- Keep council informed of finances to ensure local libraries have enough to function
- There should be open communication between library managers, local Board members and Marigold
- Opportunities to network with 43 other municipalities
- Support other community businesses
- Attend election meetings to find out who supports libraries
- Invite council to library events
- Have council members sit on library boards so they become supportive
- Challenge council to help with fundraising for their local library
- Invite council candidates to visit their local library as part of their campaign

## 8 INFORMATION

### 8.1 Updates

- Marigold is re-branding. New logo designs have been offered and Marigold hopes to choose a new logo before the end of 2017
- Richard Kenig, Manager of IT for the Marigold Library System, talked about the progress being made on the investigation to acquire a new website platform for Marigold. Richard has also negotiated faster internet service for all Marigold libraries at the same cost that Marigold is paying now
- The Canada Post Pilot Project that Marigold is conducting for Public Library Services Branch with Canada Post has had a significant impact on library space and staffing. The pilot project will finish at the end of February 2018
- Marigold is co-developing an Advocacy Course with Northern Lakes College and Peace Library System. The Advocacy Course will be extremely useful and will be offered to interested Marigold members free of charge. When participants have completed the course, they will have something tangible to take to various presentations
- Provincial library organizations have been targeted by CRA to be audited for GST returns. The Alberta Library has been assessed for 1.1 million dollars for not charging GST on memberships. TAL has hired legal representation to challenge the assessment. Marigold will monitor the issue

## 8.2 Upcoming Board Meetings

- Saturday, January 27, 2018, 9:30 a.m. – Via Videoconference at four locations: Airdrie Library, Sheep River Library in Turner Valley, Hanna Library, and Marigold HQ in Strathmore
- Saturday, April 21, 2018, 9:30 a.m. – Strathmore, at the Alliance Church
- Saturday, August 25, 2018, 9:30 a.m. – Crossfield
- Saturday, November 17, 2018, 9:30 a.m. – Chestermere

## 9 **BOOK DRAW**

-The Book Draw for, “The Faraway Nearby” an iconic collection of 150 photographs of Canada, was won by Heather Meszaros from High River

## 10 **ADJOURNMENT** - L. Lyster declared the meeting adjourned at 12:34 pm

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CEO

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Board Chair

## **Marigold Board Meeting November 18, 2017 Background Notes**

### **1. Marigold and RISE Financials**

Marigold Balance Sheet and Income Statement (unaudited) to October 31, 2017:

#### **Balance Sheet:**

The balance sheet includes the \$3M capital grant that was received in June 2017. This shows as an increase to GICs on the asset side and an increase to excess revenue over expenditures on the liability/equity side of the balance sheet for 2017.

As mentioned in past background notes for the Board, furniture and equipment assets decreased substantially after the inventory list was updated and because remaining assets were almost fully depreciated. Changes to the building asset reflect work done on the current headquarters facility, including repairs of the garage floor and renovation of a basement room.

The deferred Indigenous Grant fund amount (\$67,544) was unspent as of December 31, 2016. This fund was totally spent by March 31, 2017 to coincide with the Provincial government financial year-end. The Establishment Fund was decreased by almost \$64,000 because of the annual amortized value of the Bell wireless system that was installed in 2013. The Establishment Fund has \$389,000 in expendable funds after annual amortizations and is being retained for system projects that will benefit all members and residents (e.g., website development). The funds were originally given to Marigold to equip libraries and enhance library service in municipalities which joined Marigold Library System

The total money allocated to reserves increased by \$369,813 after the 2016 audit was approved by the Board in April. The operating reserve at \$996,467 would theoretically cover expenses for 2.4 months (using a rough estimate of annual budget divided by 12 months).

### **Income Statement:**

**Revenue:** Marigold is in a good financial position with the receipt of levy payments from municipal members and local library boards. The provincial grants for Marigold added up to \$38,000 more than expected because Municipal Affairs based their grant formula on current, official municipal populations for 2016. Marigold's auditors provide good advice on how to record revenue and expenditures as shown on line 14 for travel reimbursements.

**Expenditures:** 83% of the year has passed to the end of October; 82% of the Expenses budget has been spent. Expenditures are on track, including salaries at 79%. There are three bi-weekly pay periods in December, so the salary budget will be mostly spent by the end of the year. Staff salary increases went into effect on July 1 following a salary grid review that was approved by Executive on May 17. Materials and resource expenditures are also on track at 83%.

Although we are concerned about the escalating cost of electronic resources generally, our electronic resources expenditures are on track at 78% (line 94). When the hoopla download limit was reduced from five titles per month to two titles per month on September 1, 2017, monthly invoices for hoopla decreased for September and October by 44% compared to the August invoice. Just over 1,000 cardholders are active users of hoopla each month out of a membership base for Marigold of 101,000 cardholders. Before the decrease in patron downloads, the projected cost was trending over \$100,000 per year, just for that one electronic resource. On the other hand, there are reports of patron frustration that the hoopla downloads have been decreased. A report will go to Executive in January for a decision on whether Marigold should implement more limits for cost containment or stop subscribing to hoopla.

The shelf-ready account is overspent this year (line 52) for several reasons. Last year, Marigold did not spend as much on shelf-ready cataloguing and processing of new material purchases, so the budget was reduced. There were also publishing delays which resulted in a backlog of materials arriving in 2017 for which we acquired shelf-ready cataloguing to expedite turn-around. The budget for shelf-ready cataloguing has been increased for 2018.

Alida Pituka, Accounting Administrator, and I agree that the budget is getting tighter; therefore, it is more likely going forward that some budgets will be overspent. This is being carefully managed whenever possible.

If anyone would like more information about how the budget and finances are handled at Marigold, please ask Michelle. A day-long Board orientation for new board members is scheduled for Saturday, March 10, 2018.

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

Because of the partnership with Marigold, Chinook Arch and Shortgrass library systems, which began in 2008 to manage a high-end videoconferencing network for over 80 libraries, the accounts for RISE have been separate from Marigold accounts. Decisions about budgets and expenditures are reviewed by Marigold's Executive and by Chinook Arch administration. Shortgrass no longer chooses to be involved. Marigold's IT staff manage the network and central IT functions and our Accounting Administrator, Alida, looks after the accounts.

**Balance Sheet:** Prepaid accounts include \$34,950 for three years of maintenance support for the new RISE central site equipment that was purchased in 2016. The auditors have adjusted the RISE balance sheet following the approval of the 2016 Marigold financials.

**Income Statement:** Activity in RISE accounts is minimal except when service payments are received in January (\$1,000 per library site that has RISE equipment), and transfers are done from RISE to Marigold for IT salaries, Internet and administration costs. Financially, RISE is on track. The videoconferencing system is well used in Marigold for TRAC meetings, programs, training and Marigold Board committee meetings.

## 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 population from Municipal Affairs (hopefully).

Marigold's draft operating budget for 2018 is \$5,259,280 (3.5% above the Board-approved 2017 budget amount of \$5,081,076). Marigold is the third largest library system in Alberta after Calgary and Edmonton, based on population. Marigold has the highest service population at 306,000 compared to the other six regional library systems. With a larger service population, costs are higher, and many costs are calculated on a per capita basis.

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

**Revenue:** A 2% per year population increase is used to calculate revenue from levies. This is typically a conservative estimate of population growth in Marigold; however, there are many factors that affect population changes in a region which is as large as ours (44 municipalities).

- For the past two years, Municipal Affairs has used the most recent official population to calculate provincial grant amounts; however, the 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.
- Recent federal census will change municipal populations reported by Municipal Affairs, but it is not certain when that will occur or what impact it will have.
- In 2016, PLSB provided a grant so that library systems could provide library service to on-reserve populations. The grant for 2017 was \$93,624; however, the federal census shows lower resident populations on the Siksika and Stoney reserves; therefore, the budgeted amount was reduced to \$80,000.

### **Expenditures:**

- Budgeted expenditures that are **based on population** include (but are not limited to) the TRAC levy, contract subscription fees for online resources, TAL and other organizational memberships. Service cost increases that mirror population increases include delivery costs, insurance coverage, materials allocations and service grants.
- **Salaries and benefits:** A 6% increase includes staff salaries for salary grid step increases for eligible staff; increased benefit costs and increased salaries for staff after a salary grid review was conducted in 2017. A salary grid review was last done in 2012 and many salaries had not kept up with salaries in comparable organizations. Overall salaries account for 35% of the total budget, which is very low for a knowledge-based organization. Marigold has the lowest percentage of salary relative to total budget when compared to other library systems.
- **Materials, processing, delivery:** E-book and e-resource costs set by US vendors are increasing faster than inflation. Although delivery costs are expected to increase because of increased fuel costs, mileage, larger vehicles and more frequent trips to high volume libraries, this budget was reduced to more closely match actuals.
- **Transfer payments:** A 2% increase to match increased levy revenue for population growth. Service grants for larger communities near Calgary are based on per capita populations, while the base rates for communities with smaller populations have been maintained in 2018. These amounts are established in the Transfer Payments Policy and are decided by Board motion.
- **Admin, Board, building, supplies, vendor services and contracts:** Collection HQ is an online tool that headquarters and member library staff use to fine-tune collections and collection expenditures. We expect rising contract costs to increase for local services such as snow removal along with maintenance fees for aging infrastructure, insurance and shipping costs. Marigold has embarked on a building project; however, new building costs have not been built into this three-year budget because:
  - Marigold is not expected to move to a new facility before September 2020.
  - Property and building costs are not confirmed because it is too early in the process.
- **Computers, peripherals, licenses, network costs:** A significant increase in the computer budget is because of the Fortigate devices which interface with the SuperNet and are due for replacement in



many member libraries in 2018. Marigold pays for these devices. Member libraries would like Marigold to replace the website platform for a more appealing and functional website presence and to make it easier for member libraries to populate their own websites (see below). TRAC costs are increasing, mostly because of our service population growth.

- **Consultation, programs, marketing:** The 5% increase will cover increased costs for Marigold consultants, IT staff and program staff to travel to work at member libraries. The budget includes funds to hold the Member Library conference at a Calgary hotel. This was a great success in 2017, allowing for a larger audience of board members and library staff.
- **Capital and project expenditures** for 2018 are based on available funds after operating costs have been subtracted from revenue projections (line 124). This amount will be used to replace a service vehicle in 2018 and to help pay for a new website platform. 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.

### 3. New building update

Building Committee members will update the Board on the new building plans and progress, including the discussion and direction from an important meeting with Western Irrigation District on Thursday, November 16.

Please read the **ReNEWs** newsletter (Marigold's New Building Plans and Progress) that is included with your board package and is also among the email attachments for this Board meeting. At the August Board meeting, the Executive promised to keep the Board informed about discussion and decisions on the new building. That is why Marigold has begun the publication **ReNEWs**. Marigold's Advocacy Committee has advised Marigold HQ staff to distribute this publication to Board members, member library board chairs, member municipal councils and provincial partners. It will be published at least four times per year and whenever there is a major decision or milestone.

At the August Board meeting on August 26, 2017, four important motions were passed:

**MOTION 1:** To accept, for information, the recommendations in the Feasibility Study, and to use this information as a guide to proceed with planning for a new headquarters facility for Marigold Library System in a different location in Strathmore, Alberta.

**MOTION 2:** To authorize Marigold Library System to enter into a joint venture with Western Irrigation District (WID) and to negotiate with WID to purchase property for a co-located facility.

**MOTION 3:** To grant the Executive Committee of Marigold Library Board clear authority to proceed with negotiations, enter into building agreements to buy land and build, and to commit to the expenditure of funds for the property purchase and building project.

**MOTION 4:** To approach the Town of Strathmore and/or Wheatland County to provide Marigold with a loan of up to \$3,000,000. Marigold is prepared to negotiate and enter into binding agreements for a repayment plan and mortgage security.

The details about these motions and discussions about our new building plans were recorded in a publication entitled Marigold Report, which was sent to Councils, Board members and member libraries. The Marigold Report is also on Marigold's website: [www.marigold.ab.ca](http://www.marigold.ab.ca).

#### a. News and developments since the August Board meeting:

- ii. The Town of Strathmore Letter of Intent was signed and delivered on Oct 12. This letter provides assurance that the Town will loan up to \$2M as needed for the Building Project and at an interest rate of prime + 1%.
- iii. Gary, Michelle & Alida have met with ATB, CIBC, Scotiabank, RBC and Chinook Financial bank representatives to explore possibilities of a line of credit or overdraft protection. Overdraft protection is a possibility at Scotiabank where Marigold maintains its accounts.

- iv. John, Gary and Michelle will meet with Wheatland County CAO, Alan Parkin, on Nov 20 to ask if Wheatland County would loan Marigold money at ACFA (Alberta Capital Finance Authority) rates.
- v. The budget for this building project is \$8M, based on probable costs in the Feasibility Study. Those probable costs were based on a stand-alone building on 2.5 acres.
- vi. Because Marigold is considering co-locating with Western Irrigation District (WID), the total cost of this project is expected to be less because of cost-saving benefits of sharing common areas and the building envelope, but we will not know for sure until the project is tendered.
- vii. Target completion: September 2020

b. **Financial status:**

- i. Alida Pituka, Accounting Administrator, estimates that Marigold currently has \$6M in GICs which can be used for the building project. These savings include the Infrastructure grant from Municipal Affairs (\$3M), plus savings in capital and operating reserves.
- ii. Marigold intends to spend the Infrastructure grants and capital reserve savings first. We don't expect to draw on a 'line of credit' type loan until our own resources (savings and capital infrastructure grant) are exhausted, and that is not expected until later in the building project timeline (2 + years from now?)
- iii. Marigold will be looking for other sources of revenue such as grants and money from foundations. In September, Lynne Thorimbert sent in the application for a CFEP Large Funding Stream Capital Project grant of up to \$1M for which we acquired letters of support from local MLAs and other dignitaries. A staff person from the Alberta government department called to acknowledge the receipt of our application and to ask for follow-up information regarding the property purchase.
- iv. At the right time and in accordance with the budget and with Marigold's Finance Policy, Marigold may expense some building costs to the operating budget (e.g., more tables for the board room might be charged to the furniture account).
- v. The FOR SALE sign will not go up until Marigold is ready to move so that service to our members will be minimally disrupted. This could be closer to the completion of the new building.
- vi. Marigold will only borrow what is needed, thereby intentionally keeping the loan to its lowest amount to minimize the costs to acquire, maintain and repay the loan. Annual payments of \$150,000 per year are considered to be affordable with current revenue and services.
- vii. If we go into debt at the later stages of the building project because of unforeseen expenses, the Libraries Act allows us to borrow for operations.
- viii. Before we can set up a line of credit or overdraft protection, the bank needs to know that borrowing is allowed in Marigold's policies. The proposed wording changes to the Finance Policy to allow for borrowing are as follows:
  1. **The operating and/or capital reserves may be used to offset operating expenses before taking out operating loans.**
  2. **The Board may approve a loan, a line of credit or overdraft protection to cover an operating shortfall. Section 17 (a) (RSA 2000) of the Libraries Act states that a System Board may: "borrow from time to time for the purpose of defraying its operating expenses an amount not exceeding 50% of the amount expended by it during its immediately preceding fiscal year.**
- ix. Marigold's operating reserve is \$947,467, (as of December 31, 2017). The Executive may propose to the Board that a portion of the operational reserve at \$996,467 be transferred to the capital building reserve. Marigold has never withdrawn money from its operating reserve to my knowledge. Marigold is considered by our auditors and by the banks to be in a strong financial position.

#### 4. Schedule C

A question for the Board at the November Board meeting is how to proceed with a decision on Schedule C levies for 2019 and beyond. Marigold Board will need to pass a motion at the 2018 AGM so that an amended Schedule C can be considered for signature by member municipal councils. Clause 45 of the Marigold Agreement states:

*This Agreement shall be amended by a motion for amendment passed by Marigold Board. Such amendment shall be effective upon receipt by Marigold Board of written notification from 60% of the Parties to this Agreement representing 60% of the people living within the boundaries of Marigold that they so authorized such amendment. The Parties to this Agreement shall conform to such amendment upon notification from Marigold Board that the amendment is in effect.*

Typically, there is a call at the November Board meeting for volunteers to sit on this ad hoc Schedule C committee. It has been helpful in the past to have Marigold Board members who represent municipalities of all sizes, and some who are also Councillors.

A different approach would be to skip the Schedule C Committee for this upcoming amendment. Instead, the Board might ask the Executive Committee to bring forward an update and/or recommendation for Schedule C at the January Board meeting. Please see the sample Schedule C in your package.

The last Schedule C listed municipal and board levy rates for 2017 and 2018. The per capita levy rates for member municipalities with library boards (i.e., libraries in town) were increased 2% from the previous Schedule C in line with the Bank of Canada target inflation rate at the time. Library board levies were unchanged. Levy rates for municipalities without library boards (e.g., counties, MDs, Special Areas, IDs) were increased 4.5% to bring their levy rates in line with what the other municipalities were paying (still 30 cents less per capita).

#### **These points were discussed by the Executive Committee on October 18:**

1. Proposed levy rate increase for municipalities with library boards is 1% for 2019 and 2020.
2. Timing is not ideal to increase levy rates substantially when Marigold is building a new building and while voters are mindful of increasing taxes.
3. Past Schedule C committees felt that it is useful to increase levies each time to mitigate the need for higher levy increases later.
4. Consumer Price Index for Alberta shows a yearly inflation rate at 1.1% for August 2017.
5. 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.
6. Past Schedule C committees were committed to harmonizing levy rates for all residents, whether they live in municipalities with libraries or whether they use libraries that are in nearby municipalities. Marigold is very close to achieving this. Two years of levy increases for municipalities without library boards to harmonize levy rates is suggested to keep increases closer to 2% for municipalities without library boards.
7. Library Board levies will remain the same at \$4.50 per capita for municipalities with library boards. Many library boards in Marigold struggle to make ends meet. For example, recent increases to the minimum wage have impacted library board budgets.

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.

#### 5. Website Renewal

Member library staff are keen to replace our existing website. This is a priority project because member libraries are promoting online conveniences and functionality, and because Peace Library System has expressed an intention to partner with Marigold. The most affordable option is **EZ Systems**, based in

Norway. The time zone difference was not deemed to be an impediment to achieving good service and support.

The cost for the EZ Systems is \$150,000 for the first year, to be shared equally with Peace Library System. This speaks to the complexity of the product and the development process. Much of the development work, which might be phased over a year or two, is separate from the platform cost and needs to be confirmed when the developer gets to know us: what we want to keep in past websites; new features and functionality; how much integration with TRACpac and Polaris; and much more.

It is important for Marigold to transition to a new website system as soon as possible. At this stage, our previous website configuration has languished for many years without the ability to be properly maintained and updated. It is now in a high-risk state, both from a security standpoint, and from our ability to recover it in the case of any type of major system failure. Moving to a new system will not only provide the ability to refresh the face of our websites, but to move to new, more secure, technology and to partner with a company that can provide long term maintenance and support of our site so that we will not find ourselves in the same position again a few years from now.

Our current sites were the first exploration of Marigold into an online hosted space for our members, and we have learned a lot from that experience. Based on the knowledge and experience we have now about how our members design their own sites and how our patrons use them has led us to this new solution that will provide a better experience for everyone involved.

## 6. Internet Service

Public demand for faster Internet continues to grow, especially at busier locations and with the increased use of streaming services. Airdrie recently alerted Richard to their concerns about slow Internet response time, so this report from Richard was especially good news and a testament to his negotiating skill:

*"I have been working with Axia to reconfigure our network to provide direct Internet access to the libraries that should help alleviate some traffic issues we are having here at Headquarters in general, and provide more speed for the libraries that are just trying to access resources on the internet. The plan is to provide a direct internet connection at the libraries, instead of having to route all traffic through headquarters – which is how our network is currently designed.*

***In addition to the network restructuring, I was able to renegotiate our Internet service contract with Axia. Our previous contract was for 80Mbps, our new contract is for 320Mbps (400% increase), at no additional cost.***

*Once all the work is completed, all of our members will have much higher bandwidth internet service and faster access to central resources and software that we host at Marigold HQ."*

## 7. Branding and Logo Session

A motion at the September Executive meeting was approved to hire Corey Brennan, who owns Elevate, a graphic design and branding company in Calgary. Total cost is \$5,140 for a new logo and designs for our publications, business cards, website header and more. Corey Brennan compiled results from a thought-provoking questionnaire to set the stage for a branding session that he facilitated on Oct 18 for HQ staff. Later, he summarized this session for the Executive. Marigold will soon be receiving his preliminary logo designs in black and white, inspired by words that emerged from the branding session: Navigate, Empower, Beacon, Growth and Inspire. Corey's website emphasizes that *Your Brand is NOT your logo, your location, your brochure, your business card, your website, the latest trend or popular color. Your Brand is the promise of distinction, memorable experiences and your clients' experiences.* Looking forward to seeing what that looks like.

Our goal is to have a new logo to present at the January Board meeting. This has been on Marigold's to do list for a long time and was included in Marigold's Strategic Plan (2016 to 2018). As Marigold's building project gains momentum, Marigold will have more visibility, so it will be helpful to have a fresh new recognizable and current logo.

## **8. Garage Floor and Shipping and Receiving**

Marigold's single car garage bay was out of service from March until October because of a deteriorating and visibly sinking garage floor. Marigold engaged Kassian Dyck, a structural engineering firm, who confirmed the cement slab would not support Marigold operations in its current condition. Kassian Dyck prepared drawings to reinforce and resurface the floor and negotiated RFPs to steel and concrete companies on Marigold's behalf. Steel beam installation in the basement room ceiling below the garage to reinforce the garage floor was completed the week of August 21 by AB&S Steel. HAF Concrete Systems began repair of the garage floor on September 15. Large sections of rebar were completely corroded. The crew believed the rebar was not removed and replaced when the previous repair / leveling was done in early 2009 (by a different company). HAF removed delaminated spots in the floor and disintegrating rebar, cleaned and resealed good rebar to prevent future rust and corrosion, and removed exposed rebar and repaired concrete on the basement ceiling. HAF confirmed with Kassian Dyck that the steel reinforcement and lower layer of rebar met structural requirements. Marigold staff were authorized to resume using the garage for loading and unloading on October 2, one day before a major snowfall. The total cost to repair the garage was \$15,445.20: \$4,950+GST for AB&S Steel and \$10,495.20+GST for HAF Concrete (invoices for \$4,800, \$4695.20, \$1,000).

## **9. Basement Renovation**

Marigold completed renovation of the long-abandoned bathrooms in the basement to provide much-needed storage and meeting space. In May, the linoleum floor tile was tested and came back positive for asbestos residue underneath. Asbestos remediation was completed for \$3,275 in July. Then, fixtures and plumbing were removed, and a jackhammer was used to clear some areas for environmental reasons and to level the floor. The renovations included patching and paint, lighting, outlets, data drops and flooring at a total cost of \$16,950.

## **10. Advocacy Course for Board and Library Managers**

Is your library struggling to make ends meet? Are you concerned about how rising minimum wage costs will impact your budget? Does your community have a project in mind (regardless of scale) that you would like to pursue? Do you want to see your library used and recognized by more people? Do you wish that people would not think of public libraries and dinosaurs in the same breath? If you answer yes to one or all of these questions, please set aside some time to take the Advocacy Course that Marigold is creating with Northern Lakes College for our members. This course will be delivered in the first quarter of 2018.

Course participants will complete the course online with a live instructor from the comfort of your home, office or in the public library. At the end of the course, participants will have practiced a presentation and will have tools to do advocacy in his or her community. The timeline of the course will be three, three-hour live online sessions with an instructor. Participants will be taking the course with other board members and library managers in Marigold and other library systems including Northern Lights and Peace who are also participating in the development of the course. Some preparation will be required to do background reading and review of information prior to the live, online training. A facilitator's guide and workbook will be provided.

There is no cost to attend the course, but it is crucial that participants include both Board and library staff. A fundamental role of board members is to advocate for their libraries, and it is important not to solely rely on the Library Manager and staff to fulfill this important, ongoing work. Effective advocacy includes planning, patience and passion. This includes going to Council to advocate on behalf of the library several times throughout the year, and not just when asking for money.

An effective advocacy strategy is to be visible in the community and to tell the library story again and again. This will raise the profile of the library in the community. Marigold is confident that this course will provide the tools for you to become a better advocate for your library. Marigold Library System will provide regular updates about this exciting course as details become available.

**11. Canada Post Pilot Project with select Marigold Libraries and Public Library Services Branch**

The following announcement from PLSB was shared with Marigold member libraries in July:

Delivery Review

*PLSB is reviewing the interlibrary loan delivery ecosystem in Alberta, with a specific focus on delivery via the government courier service. The review and its ensuing recommendations (in process) hope to create efficiencies and equitability in access to library resources for all Albertans. In the 2016/17 fiscal year, PLSB paid \$764,806 for the government courier service. Government courier serves approximately 90 of the 322 library service points in Alberta. The review has uncovered various problems and inefficiencies with the service, such as inequitable service, damaged items, tense relationships between library staff and provincial government staff, OH&S concerns, and a higher than anticipated cost for the service. A complete report will be available once PLSB develops its recommendations.*

Canada Post Pilot

*Based on a close analysis of the cost for government courier and on an evaluation of other comparable delivery services, PLSB is conducting an interlibrary loan delivery pilot with Canada Post. The primary purpose of the pilot is to do a direct and actual cost comparison of delivery services. The secondary purpose for the pilot is to troubleshoot unanticipated problems that may arise if PLSB introduces a new or a supplementary delivery service. The expected outcome is a more efficient and more equitable delivery model. The pilot is being run in partnership with Marigold Library System who will be using the Canada Post Parcel Service. Please be aware that this is not the Canada Post Library Book Rate; it is an entirely different service. The participating service points include: Marigold Library System, Okotoks Public Library, Oyen Municipal Library, Canmore Public Library, Three Hills Municipal Library, and Drumheller Public Library. The pilot will begin in September and run for six months. We are very excited to be running this pilot. We sincerely hope that it helps to improve interlibrary loan efficiency in Alberta.*

Canada Post Pilot Details

*The participating pilot libraries and system headquarters will be sending everything they normally send out through government courier through Canada Post instead. They will still be receiving items through government courier. [The pilot began on September 1]. After running the pilot for six months, we should have a good idea of the cost of shipping library items throughout the province with Canada Post. A major concern with government courier is that the prices are not based on numbers of actual items shipped but on estimates. With the Canada Post pilot, we will be able to gather real numbers and the actual costs associated.*

Pilot Implications For libraries

*The pilot should have minimal impact on libraries. Please note that the parameters of the pilot will not necessarily translate into process if another delivery service is adopted. The pilot is meant to provide a cost analysis and the process will be developed along the way.*

Future of Delivery Service in Alberta

*Although interlibrary loan delivery service is under review, PLSB is committed to supporting an equitable resource-sharing environment for public libraries in Alberta. We are not seeking to eliminate a delivery service; we are hoping to improve the current delivery model and make it more efficient. It is in the spirit of fiscal responsibility and equitable library service that PLSB is undertaking both the delivery review and the Canada Post pilot project.*

**Pilot Update (written by Lynne Thorimbert)**

Staff from Marigold Headquarters, Okotoks, Canmore, Three Hills, Drumheller and Oyen libraries have provided generous feedback to PLSB and Canada Post during the first three months of the pilot. Several concerns have been brought forward, including from Marigold's TRAC Consortia partners, who receive material shipped through the pilot program. Noted issues with the Canada Post Courier service include:

- Library staff state the time spent on ILL has increased since the start of the pilot. Library managers are aware they may opt out of participating in the pilot at any time if it becomes unmanageable.
- Library staff must determine weight and other parameters to ascertain how an item can be shipped; this slows workflows and inhibits cross-training. The process of figuring out how to ship something and then having to use the software is time-consuming, fiddly and difficult.

- Some libraries have experienced downtime due to software and hardware glitches that brings workflow to a grinding halt.
- Libraries state they are also using more workspace and more resources such as packing materials and tape than before (Marigold provides these supplies to support interlibrary loan).
- Receiving locations are not receiving door-to-door delivery (e.g. Spruce Grove Public Library, or Northern Lights Library System HQ). Staff have been expected to drive to the local post office and haul bins and interlibrary loan bags in vehicles back to their library. This is unacceptable for many locations.
- The pilot is not reflective of real volume and costs because items must meet certain requirements to be shipped. For example, Marigold sends several thousand items a week via Service Alberta's government courier that Marigold had intended to send via Canada Post Courier during the pilot, but because of limitations on what can be shipped, Marigold is sending less than 1% of our items through Canada Post Courier. This is not an accurate snapshot of Marigold's volume.
- Implementation was time-consuming for Marigold IT. The Canada Post scale requires serial ports to connect to the computer and to auto-populate the software. Serial ports are dated technology. Marigold purchased and installed ports so the pilot libraries could access automated processes (\$35 per site).
- Training member libraries required a manager well-versed in the many layers of libraries and interlibrary loan services in Alberta. Library staff had several questions about how to send parcels to different libraries in Alberta based on whether they have internal system van delivery or not. Canada Post staff would not have been able to complete training because there are several layers of delivery in place that Canada Post could not speak to (e.g. interlibrary loan to universities).

PLSB does find it beneficial to be able to track what PLSB is paying for with Canada Post's detailed invoicing. However, pilot libraries have not found a use for Canada Post Courier services such as damage claims or tracking shipments. Library managers have stated it would be cheaper to replace the item than it would be to spend the staff time investigating and claiming.

Since July, Marigold has dedicated 151 staff hours (4.3 weeks of staff time) to implementation, training, support, troubleshooting and reporting.

On November 10, Marigold advised PLSB that from our experience to date in this pilot, Marigold does not recommend Canada Post Courier as a viable solution for interlibrary loan.

The purpose of sharing this report is to acknowledge the hard work and willingness of member libraries and staff who participated in this pilot as well as Marigold HQ staff. Marigold is trusted to do a good job on a task as complex and important as this. We want to ensure that processes are efficient for all and that excellent customer service is maintained. PLSB appreciates this and so does the Marigold Board.