

**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