

Marigold Library System
 Board of Management
Saturday, 15 November, 2014
 Three Hills, Alberta
MINUTES

MARIGOLD BOARD MEMBERS IN ATTENDANCE

ACADIA	Maxine Booker	1
BIGHORN M.D.	Lynda Lyster	2
BLACK DIAMOND / TURNER VALLEY	Diane Osberg	3
CANMORE	Judith Smith	4
CARBON	Richard Ekman	5
CEREAL	Elaine Michaels	6
CHESTERMERE	Marilyn King	7
COCHRANE	Susan Roper	8
DELIA	Barb Marshall	9
DRUMHELLER	Margaret Nielsen	10
FOOTHILLS M.D.	Eleanor Chinnick	11
GHOST LAKE	Donna Bauer	12
HANNA	Jerry Kruse	13
HIGH RIVER	Linda Schafer	14
HUSSAR	Kristen Anderson	15
KNEEHILL COUNTY	Glen Keiver	16
LINDEN	Wendy Marsh	17
LONGVIEW	Jan Dyck	18
MORRIN	Karen Neill	19
OKOTOKS	Leslie Duchak	20
OYEN	Dennis Punter	21
ROCKYFORD	Gary Billings	22
ROCKY VIEW COUNTY	Lois Habberfield	23
STANDARD	John Getz	24
STARLAND COUNTY	Lil Morrison	25
THREE HILLS	Ron Howe	26
TROCHU	Connie Fraser	27

MARIGOLD HQ STAFF IN ATTENDANCE

Michelle Toombs
Laura Taylor
Caleigh Haworth
Carlee Pilikowski
Lorraine Betts
Jessie Bach
Margaret Newton
Nora Ott (Recording)
Jennifer Waugh

REGRETS WITH NOTICE

AIRDRIE	Shelley Sweet
CROSSFIELD	Jo Tennant
KANANASKIS I.D.	Susan Billington
SPECIAL AREA # 2	Bob Gainer
SPECIAL AREA # 3	Helen Veno
SPECIAL AREA #4	Lisa Vert
STRATHMORE	Denise Peterson
WAIPAROUS	Sandra Barker
WHEATLAND	Berniece Bland

GUESTS

Rachelle Kuzyk	Wetaskiwin	1
Donna DuBois	Three Hills	2
Cory Mottus	Three Hills	3
Terry Diack	Three Hills	4
Mavis Holder	Canmore	5
Lennox Gomez	Chestermere	6
Marlis Pollock	Sheep River	7

REGRETS WITHOUT NOTICE

ACME	Daniel Leronowich
BEISEKER	Leo Louwerse
EMPRESS	Sheila Howe
IRRICANA	Dennis Tracz
MUNSON	Lyle Cawiezel
YOUNGSTOWN	Lorraine Ruppert

MINUTES

1. CALL TO ORDER

L. Lyster called the meeting to order at 9:33 am

1.1 Greetings from the Town of Three Hills

-Mayor Tim Shearlaw welcomed delegates and invited them to enjoy various activities that were taking place in the Town of Three Hills.

1.2 Introduction of delegates, guests, and staff

-Currently there are 42 Marigold Trustees

-There is one vacancy; the Village of Consort

-Seven guests were welcomed; Rachelle Kuzyk from Wetaskiwin, Donna DuBois from Three Hills, Cory Mottus from Three Hills, Terry Diack from Three Hills, Mavis Holder from Canmore, Lennox Gomez from Chestermere, and Marlis Pollock from Sheep River.

1.3 Recognition of new Board members

-The three new Board members are:

- Judith Smith – Town of Canmore
- Wendy Marsh – Village of Linden
- Lois Habberfield – Rocky View County

2. APPROVAL OF AGENDA

MOTION: G. Billings/J. Getz

-To approve the agenda

CARRIED

3. MINUTES OF THE August 23, 2014 MEETING

MOTION: L. Schafer/M. King

-To accept the minutes of the August 23, 2014 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

CARRIED

4.2 Motion to accept remaining consent agenda items

MOTION: J. Getz/E. Michaels

-To approve agenda items 4.1 to 4.5

CARRIED

5. DECISION

5.1 Financial

5.1.1 Marigold Financial Statements to October 31, 2014

MOTION: D. Punter/L. Duchak

-To accept the Marigold Unaudited Financial Statements to October 31, 2014 for information

CARRIED

5.1.2 RISE Financial Statements to October 31, 2014

MOTION: M. Booker/L. Morrison

-To accept the RISE Unaudited Financial Statements to October 31, 2014

CARRIED

- 5.1.3 Draft Marigold Budget 2015 – 2017
MOTION: S. Roper /E. Chinnick
- To approve the Draft Marigold Budget for 2015, 2016 and 2017 CARRIED
- 5.1.4 Draft Marigold Capital Budget 2015
MOTION: J. Getz/J. Dyck
- To approve the Draft Marigold Capital Budget for 2015 CARRIED
- 5.2 Policies/Plans
- 5.2.1 Contingency Plan for Finance – Executive
MOTION: L. Duchak
- To approve the Contingency Plan for Finance CARRIED
- 5.2.2 Appointment Plan for Marigold Board Members – Governance
MOTION: K. Anderson
- To approve the Appointment Plan for Marigold Board Members CARRIED
- 5.2.3 Marigold Library System Procedural Bylaws – Governance
MOTION: K. Anderson/G. Billings
-That the revised Marigold Library System Procedural Bylaws be given first reading.
MOTION: K. Anderson/L. Schafer
-That the revised Marigold Library System Procedural Bylaws be given second reading.
MOTION: K. Anderson/M. King
-That the revised Marigold Library System Procedural Bylaws be given third reading.
MOTION: K. Anderson
-To approve the Marigold Library System Procedural Bylaws CARRIED
- 5.2.4 Marigold Library System Constitution – Governance
CHANGES MADE TO CONSTITUTION:
MOTION: K. Anderson
- To approve the Marigold Library System Constitution CARRIED
- 5.2.5 Schedule A – Draft 2015 Services Grants (Transfer Payment Policy) – Standards and Services
RECOMMENDATION:
-To accept the \$2.50 per capita formula and that the base amounts be increased because they have remained the same for several years.
-That Schedule A be brought back to the Marigold Board for approval in January after current population figures have been announced by Municipal Affairs.
MOTION: M. Booker
-To approve Schedule A Draft - 2015 Services Grants CARRIED
- 5.2.6 Schedule B – Draft 2015 Materials Allocation (Collection Management Policy) – Standards and Services
RECOMMENDATION:
-To change the guaranteed minimum number of collection items as established by population range for the following reasons:
- Allocation numbers that continue to escalate, mostly because of rapid population growth, may not be affordable and sustainable for future budgets;
 - Space is limited in all library facilities
 - Some new titles for physical items (books, AV) are becoming less available (e.g., Mass Market Paperbacks)
- That Schedule B be brought back to the Marigold Board for approval in January once current population figures have been released from Municipal Affairs

MOTION: M. Booker

-To Approve Schedule B Draft - 2015 Materials Allocations

CARRIED

5.3 Marigold Board Committees

5.3.1 Governance Committee

- The Governance Committee ensures that structure and governance are in place and that the body of policy is consistent, and develops policy for the library service points (community libraries) in Marigold. There is a vacant position on the Governance Committee.

MOTION: M. Booker /J. Dyck

-To appoint Margaret Nielsen to the Governance Committee

CARRIED

5.3.2 Nominating Committee

The Nominating (ad hoc) Committee finds the Chair plus the members-at-large for the Executive. There are two vacancies for the Nominating Committee.

Jan Dyck and Elaine Michaels volunteered for the positions and by unanimous consent, were appointed to the Nominating Committee

CARRIED

5.4 Freedom to Read Week Proclamation

L. Lyster declared February 22 - 28, 2015 as Freedom to Read week.

L. Schafer read the proclamation

L. Taylor encouraged delegates to read a challenged book

The full declaration will be sent to Councils and Library Boards in early January.

5.5 Upcoming Board Meetings:

The January 2015 meeting will be split between 4 locations (Airdrie, Sheep River, Hanna and Marigold Headquarters) and is conducted by videoconference. The meeting will be held on January 31, 2015.

The April meeting will be in Strathmore on Saturday, April 18 at the Hope Covenant Church.

August 29, 2015 9:30 a.m. – No Volunteers

November 21, 2015 9:30 a.m. – No Volunteers

-Delegates were encouraged to speak with Michelle or Nora about hosting in August or November 2015. Nora will follow up with potential locations to confirm hosting responsibilities.

6. ITEMS FROM THE CONSENT AGENDA

There were no further items added to the consent agenda

7. GROUP DISCUSSION –

-The topic was, “Discuss the most successful fundraising initiative(s) that Marigold Board Members have attended or have organized”.

- Tag Day – after receiving approval from local businesses someone stood outside handing out bookmarks, promoting the library and accepting money
- Wing night – Local eatery provides the wings; proceeds are donated to library
- Weekend quilting retreat – fee for weekend includes a profit that becomes the donation
- Live auction – Auction items are
- Sponsored race – Runners find sponsors and the sponsors pay the runners \$\$ per km. Can have different types of races for different ages and abilities
- Pub night at local establishment where proceeds are donated.
- Local restaurant donated proceeds from a buffet lunch – the library provided volunteers to work the event
- Other organizations raise money for your

- donated
- Bake Sales
- Celebrity hors d'oeuvres – the local restaurant provides the food and a celebrity invites people to sample their sponsored restaurant
- Casino
- Local sponsors that give money for new memberships
- Grow your \$100.00 – participants are given \$100 and are encouraged to grow it. Then the \$100 plus any increased proceeds are given back to the organization
- Family Day – collect proceeds from sale of hot dogs
- Ladies Night Out
- Cocktails at the Library –hors d'oeuvres and liquor are donated. Volunteers work the event. All proceeds are donated.
- Silent Auctions
- Sale of Co-Op cards
- Movie matinees or evenings
- Pancake Breakfast
- Golf Tournament
- Celebrity Speakers – Admission is charged. Celebrity donates time and organizer gets proceeds
- Car trunk sale – vendors sell items out of the back of their cars and donate the proceeds
- organization.
- Wine tasting
- Art sales- local artist's works are displayed for sale in the library. A percentage from each sale is then donated back.
- Book Sale
- Apply for grants – use Grant Connect or hire a dedicated staff just for grants
- Bottle Depot – with the permission of the bottle depot staff you can set up an account right at the depot so that people can donate their bottle return money directly to your cause
- Ask businesses or community groups for money
- Fashion Show
- Build a cabin; then sell the cabin. Other incentives could be included (such as a donated cruise).The profits are donated to your organization.
- Gala Dinner – charge \$\$ per plate
- Fund Drive on website
- Oktoberfest
- Craft Fair
- Mini Golf
- Ask for money from corporations – send out letters –solicit local businesses. Must have a specific project
- 50/50 draw

8. INFORMATION

8.1 Alternate Funding Success

– Rachele Kuzyk, Manager of Library Services, from the Wetaskiwin Public Library gave a presentation on seeking funds for libraries; key highlights included:

- Regional Library Systems allow small libraries to provide big library services
- Demand excellence at every level from staff and services
- Retain staff; recruiting and training are time consuming and expensive
- Quality services increase memberships
- Train staff to market materials and services
- Create a culture of library use within the community
- Ensure the library gets positive press regularly
- Have an active outreach program
- Be prepared to spend money to make money
- Ask for money
- Invite council members, donors and community stakeholders to your events and programs
- Build an inspired budget
- Think big
- Apply for grants
- Create ideas funders will support

- Have specific projects
- Design programs to benefit particular groups
- Make sure there is matching money in your budget
- Keep applying until you get a casino license then you can hold a casino every 2 years
- Libraries should know that it is their job to secure funding (not just for collections and equipment) so that all services will survive and thrive
- Board members ought to be strong advocates of libraries
- Board members should support funding initiatives proposed by library staff

8.2 Drumheller Library Societies

-Margaret Nielsen, Marigold representative from Drumheller, presented Michelle Toombs with a \$1,000.00 cheque from the Drumheller Library Society to be used to secure e-Resources.

8.3 Background Notes and Updates – Michelle Toombs

ME Libraries

- ME libraries is gaining momentum. The service was launched for TRAC in October.
- Plastic cards will be issued to replace the trifold TRAC/TAL card in the plastic holder. The plastic cards cost less than the cardboard cards in the plastic holder.

Provincial Funding

- Letters were sent to Municipal Affairs and to the Premier requesting that current population figures be used to calculate future funding.
- Members may be asked to advocate for this initiative.

Strategic Plan

- Anne Smith will return as a consultant for Marigold during the Strategic Planning process.
- The Standards and Services Committee will oversee the Strategic Plan
- A communication strategy and a new Building initiative will be investigated during the Strategic Planning process
- Community Libraries Plan of Service will include participation by local library personnel

New HQ will stay in Strathmore

- It is more cost effective. Real estate is less costly in Strathmore.
- Most HQ staff live in or close to Strathmore and Marigold could lose staff if HQ moves
- Strathmore is centrally located allowing for efficient driving routes
- Strathmore has access to essential services
- Marigold has an established brand with the Strathmore community after 32 years of history

TAL

- TAL is currently recruiting for a CEO
- The TAL card is for academic libraries

Calgary Public Library

- CPL recently eliminated card fees
- Bill Ptacek, the new CEO, has made organizational and programing changes. He has been invited to speak at Marigold's 2015 AGM

Board Orientation

- A board orientation for Marigold Board Members will be held on February 21, 2015

9. BOOK DRAW

- Three Hills donated two books written by local author, Phil Callaway who has written a number of positive living books
- Book #1 – Who Put My Life on Fast Forward? How to slow down and start living again, was won by Marilyn King from Chestermere
- Book #2 – Laughing Matters, learning to laugh when life stinks, was won by Gary Billings from Rockyford

10. ADJOURNMENT

L. Lyster declared the meeting adjourned at 12:38 pm

CEO

Board Chair

Marigold Board Meeting November 15, 2014 Background Notes

1. Marigold and RISE Financials

Marigold Balance Sheet and Income Statement (unaudited) to October 31, 2014:

Year completion is 83%; revenue completion is 97%; expenditures completion is 78%.

On the balance sheet, changes in assets and total equity are because Marigold no longer capitalizes book collections as of January 2014. Next year, the columns will be more comparable. Pre-pays are mostly Allstream service agreement payments held for 2015 and 2016. Payment for the IT Vehicle (Ford Explorer) came out of the Vehicle Reserve, leaving \$20,502.66.

On the income statement, expenditures are on track, including salaries and the purchase of materials. Several unspent accounts have one-time payments later in the year (e.g., Directors' fees (Committees); online bib services tools; e-Resources that come due in Q4; iStock Photos; roofing project payment and consulting fee for Swan Roof Consultant (Professional Services). Marigold will soon be placing the order plastic library cards, budgeted at \$20,000. The IT Capacity Fund has been accounted for to the penny and Marigold is pleased with how well this spending account arrangement has worked.

RISE Balance Sheet and Income Statement (unaudited) to October 31, 2014:

Marigold has sent out the cost-sharing invoices to library systems (95 libraries in Alberta) for this year's videoconference bridging services and has already received more than \$52,000 in payments. RISE has paid Marigold for central site expenses (staffing, administration costs and SuperNet costs) since the beginning of 2014.

2. Budget 2015, 2016, 2017

Operating Budget 2015: \$4,600,697

Considerations:

- Marigold member municipalities are solid supporters of Marigold as evidenced by the recent signing of Schedule C by all municipalities
- Banff expected to join Marigold later in 2014; the conversion process will begin as soon as Banff Council signs the Marigold Agreement
- Population is continuing to increase rapidly in the municipalities around Calgary (official population for 2014 to be announced in December)
- IT infrastructure and services are a priority for Marigold and are highly valued by Marigold members
- Purchasing program and IT Capacity Fund have proven to be successful initiatives; Marigold members have embraced these services

- **Compensation and retention of expert staff are key to Marigold's success; training and conference attendance directly benefit service provision and innovation**
- **Strategic Planning for 2016 and beyond will take place in 2015; opportunity to re-engage Marigold's members and to refine our vision and goals**
- **Marigold will concentrate on strengthening partnerships and will explore new partnership opportunities while planning for a new building**
- **Marigold and other library systems will explore a long-range goal to share one ILS (library system) for public libraries in Alberta; this may even cross over to academic libraries**

Revenue:

- 2% population increase and Banff population factored into municipal and board levies
- 2% population increase and Banff factored into provincial grants. Grants continue to be capped at 2010 population. Increase for current population not expected in 2015
- RISE sites will be invoiced for videoconference support again in 2015 (estimated RISE income of \$93,000). Auditors instructed that RISE revenue (line 25) transferred to Marigold from RISE is only for administration costs (e.g., accounting, office expenses, supplies). Staffing and SuperNet/Internet costs are applied to the appropriate expenditures

Expenses:

- Professional fees (line 38) include Strategic Planning consulting fee for facilitator, Anne Smith
- Conferences for Board members (line 39) increased because of increased costs for ALC
- Building maintenance costs (line 47) increased because of aging infrastructure
- Utilities cost (line 49) exceeded budgeted amount in 2014; adjusted up for 2015
- Computer hardware and licensing budgets merged (line 53) because hardware and licensing purchases are often combined. IT equipment purchases over \$2,000 are capitalized
- SuperNet costs will decrease (line 55) because PLSB is paying for increased capacity; Internet capacity will be increased to take advantage of response time improvements because of greater SuperNet capacity
- IT Capacity Fund (line 56) includes unspent carry-over for several Marigold libraries and \$1,000 for Banff
- Website (line 57) needs revamping. Current website vendor is no longer able to provide website development support
- TRAC Projects (line 58) may be expended in 2015 because TRAC has a new plan of service
- Area forums (line 63) will be used for planned Management Skills workshop/sessions
- Member Library Workshop (line 64) may be relocated with added sessions and participants
- More travel expected (lines 65 and 66)
- Online bib tools and shelf-ready cataloguing services (lines 69 and 72) speed up turn-around time and member satisfaction
- TRAC levy (line 73) has increased substantially to replace 6 servers at Yellowhead central site (including installation and licensing); to purchase 3M Cloud e-book content, and to develop mobile applications using a 3rd party vendor, Boopsie, because our current mobile vendor is no longer able to support TRAC's mobile applications
- TAL (line 76) is developing a new strategic plan with new services
- Delivery costs (line 79) include Banff and possible shipment of Alberta Wide Borrowing returns (volume unknown). Cost of fuel and maintenance has increased
- New Strategic Plan promotion (line 84); LibraryAware application included
- Materials allocation (books and AV) formula revised with S&S input (line 87)
- Demand for downloadable media (line 93) such as e-books, movies and music is increasing (Overdrive, 3M Cloud, hoopla, Zinio)
- E-resources (line 94) need a top-up of funds from Marigold because PLSB has withdrawn some funding (e.g., TAL Core and Novelist)
- Salaries (line 104) take into account step increases on Marigold's revised salary grid as well as COLA of 3%. No COLA was provided in 2014.
- Benefit costs (line 105) were reduced after renegotiation with Manulife in 2014 by our new benefits broker, Brian Ross with Lane Quinn.
- Conference costs increasing (line 106) along with need for diverse conferences (e.g., IT topics); no Netspeed in 2015
- Training for IT staff (line 107) is very expensive
- Member Library supply budget in 2014 included plastic card purchase (line 117)

- Service grants ((line 122) include Banff and a 2% population increase; formula for calculating service grants was substantially Reimbursement revenue equals expenses; purchasing program has been well used and appreciated by member libraries

Capital Budget:

- Passenger van to be replaced in 2015
- Basement refurbishment to reclaim space and for health/safety; seeking comparative quotes
- IT equipment costs dependent on update of Tech Plan (for presentation to S&S in November)

3. Plastic Library Cards

Richard Kenig, IT Manager, is negotiating with the plastic card vendor in Calgary (same one that Calgary Public Library uses). The anticipated cost is \$0.13 per card, although we are still waiting for final costs when all the designs and barcode number ranges are confirmed. (Currently, it costs up to \$0.45 per card for the paper tri-fold TRAC/TAL cards and plastic sleeves.) The plastic card order is being placed jointly with Peace and Northern Lights Systems, and the quantity will exceed 220,000 cards. Yellowhead chose to place a separate order using Teslin cards (paper encased in plastic). Sample card design below:



4. Provincial Funding

Letters congratulating Jim Prentice and Diana McQueen were sent with Lynda Lyster’s signature. A letter to Diana McQueen outlining the urgent need for increased provincial funding was also sent. The next step, assuming that the reply is not what we are hoping for, will be to prepare a Call to Action for all Marigold members.

Denise Peterson and the Town of Strathmore Councillors have offered to sponsor an AUMA resolution in 2015 to address provincial funding for libraries.

5. Banff

It is hoped that the Town of Banff will soon be a member of Marigold effective January 1, 2015. The signing of the Marigold Agreement may take place on November 24 at the upcoming Council meeting. Banff Library Board signed the Marigold Agreement on September 10 and recommended that Banff Council join Marigold.

Several in-person meetings have taken place in Banff, and there have been numerous phone calls and emails. Everyone has been welcoming and keen to provide enhanced library services to residents. Michelle, Laura and Lynne met with Sarah McCormack and her assistant in July. Lynda Lyster, Michelle, Laura and Lynne spoke with Banff Library Board members on September 3. Richard Kenig and Jaspreet Singh visited Banff Library to look at Banff’s IT infrastructure and to speak with Sarah in late September. Laura represented Marigold at a workshop with Banff Councillors on October 14. Michelle will be attending the Council meeting on November 24.

Diana McQueen, Minister of Municipal Affairs, will be alerted in advance to Banff’s letter to request joining Marigold so that the approval and paperwork can be expedited. PLSB (Bonnie Gray) has assured us that there will be 2014 system operating money for Marigold (approx. \$38,000) that

will be used to kick-start the conversion process (e.g., getting Banff on Polaris) if the Minister signs and the paperwork is in place before the middle of December.

Sarah McCormack inquired about ID 9 (1175 population in 2013). It is expected that they will join as well, but Marigold has not formally approached them yet.

6. Strategic Plan

Standards and Services Committee members, led by Maxine Booker, will oversee the planning for the upcoming Strategic Plan (Plan of Service). Anne Smith, the facilitator that did such a great job for Marigold with the last Strategic Plan, has agreed to work with Marigold again. The upcoming Strategic Planning Process will have some new dimensions:

1. Plan of Service Development for the six community libraries. The communities of Exshaw & Bighorn; Berry Creek (Cessford) & Special Areas, Rumsey & Starland County; Millarville & Foothills; Carseland, Gleichen & Wheatland County will have a greater role in identifying community interests and priorities and developing a plan of service for their library/community. Marigold will support by facilitating and gathering survey input; we want these communities to have a voice.
2. New Building – to identify what we need and how to move the project forward
3. Communications Strategy – working with Glenna Cross to identify our stakeholders, communication needs and channels, and language that identifies Marigold best.

7. Schedule C

Schedule C with the levy rates for 2015 and 2016 passed as of September 29. At that time, 60% of the municipalities had signed and 60% of the population was represented. Currently, we have signed Schedule Cs from all but two municipalities, and both have assured us that they are intending to sign. Our goal is to receive signatures from everyone (100%) and that is an outstanding achievement.

8. Contract Cleaner

After seven and 1/2 years, Crystal Eckenswiler left her contract cleaning position to move to the UK. Her service and work ethic have been outstanding. Nora prepared and sent out an RFP to look for another contract cleaner, preferably located in Strathmore or close by. Crystal did not increase her rates during the last five years, so we are expecting an increase in contract cleaning costs.

9. Photocopier concerns

Marigold followed a rigorous RFP process to select the most suitable photocopier replacement. It was a print production machine with the functional specifications to handle Marigold's substantial volume of copying, printing and scanning. Marigold generates catalogues, booklets, promotional materials, documentation and much more for HQ staff, member library staff & patrons, and our partners across the province. For example, Marigold prints 1000 booklets for distribution to AUMA delegates each year.

The photocopier that was selected and installed met the financial and functional specifications. We also acquired a second copier for the price of one. The second copier, named Ollie, made it possible for Marigold to eliminate some stand-alone printers, and it has been a reliable workhorse since installation in March. The print production machine, named Bessie, has had constant mechanical, electronic and functional issues, frustrating staff and causing havoc with productivity. Marigold has had many conversations with the vendor, Konica Minolta, and we have arranged and held two in-person meetings with Konica managers. At the last meeting on October 1, a decision was made to completely replace Bessie. Shortly after, a trainer technician spent time at Marigold and completely confirmed the multitude of exasperating problems. The replacement is scheduled over two days, November 17 and 18. We are counting on the replacement being a fully functional, reliable print production copier.

10. Roof

The roofing project began on August 5. As of November 7, the roofers are still working on our roof. It appears that the project will be completed soon because the workers are attaching the metal cladding around the edges of the building. Erik Exner, Canterbury Roofing Manager, mentioned that he has had a challenge finding enough workers. We have heard that other local businesses are also struggling to find enough workers.

The project has had minimal impact on our operations and Canterbury has been good to work with. Bill Elliot from Swan Roof Consultants has been a great help to ensure compliance with legal,

insurance and health & safety requirements; his consulting fee is \$5,422. Marigold invested another \$26,433 to purchase insulating materials to shape the roof so that the run-off would drain through the scuppers correctly because Marigold's roof design is uncommon on the Prairies. The roofers also had to peel off a much thicker slab of tar and gravel than expected. The total cost of this roofing job for this 9,500 sq. ft. building that is 60 years old, with a new section that is 25 years old, is \$122,218 (not including GST).