December 18, 2015

Dear Colleague / Member:

As you know, in January 2015, the Canadian Library Association's Executive Council initiated a dialogue with colleagues from diverse representative library associations to discuss the future of a unified national voice for Canadian libraries.

The need for work on a new approach has been evident for a number of years. Rather than continuing to try to tweak an increasingly weakening association structure, the library association representatives agreed to work together to contemplate a new way forward for the Canadian library community – one which would leverage the combined membership strength of the many library associations in Canada, would create new opportunities for individuals in the library community to have their voices heard at a national level, and would reinforce collaboration amongst the various library associations rather than compete with them.

For the last 11 months, facilitated by the Canadian Library Association, a working group comprised of representatives from the provincial, territorial, and national associations has been meeting to contemplate a new form for our sectors' national library association.

Attached to this cover letter is the final proposal arising from this effort, entitled *Toward a Federation of Library Associations in Canada: Strengthening the National Voice for Canadian Libraries, Final Proposal.* We ask you to review the proposal in detail, from the first section through to the appendices where the context for this initiative is provided.

Doing nothing is not an option if we want to have a strong national voice for libraries.

At the end of January, CLA will ask its members to participate in an historic vote: a vote to endorse this proposal by agreeing to dissolve the Canadian Library Association to make way for a new federation that unities, supports, and represents the diverse library communities that make up this country's library ecosystem.

We, the Working Group, are optimistic that a truly national voice for libraries - one that embraces a broader range of colleagues across the country and strengthens the community – is within our grasp. We hope you are as optimistic and excited about this vision for the future as we are.

The Future Federation Working Group

Toward a Federation of Library Associations in Canada

Strengthening the national voice for Canadian libraries

Final Proposal
December 18, 2015

Working Group Members:
Atlantic Provinces Library Association (APLA) - Crystal Rose
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L'Association des bibliothécaires du Québec (ABQLA) – Sonia Smith
Association des bibliothèques publiques du Québec (ABPQ) – Stéphane Legault
Yukon Library Association (YLA) - Sarah Gallagher
Ontario Library Association (OLA) - Shelagh Paterson
Manitoba Library Association (MLA) – Alix-Rae Stefanko
Saskatchewan Library Association (SLA) - Gwen Schmidt
Library Association of Alberta (LAA) - Jason Openo
British Columbia Library Association (BCLA) - Annette DeFaveri
Canadian Association of Research Libraries (CARL) - Susan Haigh
Canadian Urban Libraries Council (CULC) - Paul Takala
Canadian Health Libraries Association (CHLA) - Lee-Anne Ufholz
Invited member - Camille Callison
Canadian Library Association - Marie DeYoung
Canadian Library Association - Mike Ridley
Canadian Library Association - Valoree McKay
Canadian Library Association - Sandra Singh

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I. Executive Summary

Over the past 69 years, the Canadian Library Association (CLA) served as a national voice for libraries on a diversity of library and information-related policy issues, and has gained recognition from the federal government and international library organizations as the representative of Canadian libraries.

Despite the visibility and recognition enjoyed by CLA, declining membership and other factors have significantly weakened its position as the voice of a unified Canadian library community. The consequence of this weakening is not only a dilution of CLA's effectiveness as a national library presence, but a broader weakening of the influence Canadian libraries have on national and international issues.

After years of attempting to adjust CLA's focus and activities, it has become clear that a fundamental restructuring within the landscape of Canadian library associations is required to ensure that we have a unified and coordinated voice for the Canadian library community, while still enabling the participation of a broad range of stakeholders.

This paper describes the discussions with and work undertaken by library sector leaders to date to contemplate a new form for Canada's national library advocacy voice and presents a proposal for the evolution of CLA into a national federation of library associations called *Canadian Federation of Library Associations / Fédération canadienne des associations de bibliothèques (CFLA/FCAB).* This evolution would occur through a formal dissolution of CLA and the creation of the new national federation described in this proposal.

The library community was consulted on aspects of the proposal at various points over the past 18 months and was consulted on a fully revised proposal during the fall of 2015. Based on the overwhelmingly positive results of those surveys, CLA members will be asked to vote on the proposal to dissolve CLA at the end of January, 2016, with the intention to redistribute transferable resources to a new federation of library associations.

> **Please note:**
> The name "Future CLA Working Group" was a working title initially assigned to the Working Group. Partway through the discussions, the Working group expressed a new preference: "Future Federation Working Group". After this paper's first reference to "Future CLA Working Group", the group is referred to as "Working Group" for brevity's sake.

II. The Proposed New Federation

The proposed model is that of a federation of library associations. Any library association – large or small, role-specific or open to anyone, local, regional, or national – is welcome to join. In turn, their members will be welcome to participate in the activities and deliberations of the federation as equals.

The proposed federation will enable our separate sectors and their myriad associations to learn from and engage with each other on matters of mutual national and international importance. It will be a unified national voice of Canada's library communities.

A. PROPOSED PURPOSE

The current CLA struggles with a broad mandate. The Working Group recommends a focussed federation with very clear intentions. The proposed mandate is:

The Federation is the national voice of Canada's library communities. Our organization:

- *Advances library excellence in Canada.*
- *Champions library values and the value of libraries.*
- *Influences national and international public policy impacting libraries and their communities.*

Library values are defined as the values that are common to the profession and the role of libraries in their respective communities. Such values have often been expressed through positions or statements. Examples are: intellectual freedom, accessibility, diversity, and privacy.

B. PROPOSED STRATEGIES AND DELIVERABLES

The following strategies and deliverables are the Working Group's recommendations for the new federation. They are not presented in priority order and may be reviewed by the Federation membership and Board as the organization evolves.

The Federation will do the following where there are national cross-sector implications:

- With an evidence-based approach, propose national and international public policy positions and actively advocate for such positions.

  Potential Deliverables:
  - Develop watching briefs on relevant policy, research, and federal actions.
  - Commission or conduct research to fill knowledge gaps related to the purpose of the Federation.
  - Coordinate legal opinions on issues of national importance for libraries.
  - Provide a platform for national discussion and action on these topics.
  - Provide representation to the federal government.

○ Liaise with international bodies and represent the Canadian library community at international tables on library issues or events as appropriate.

● Develop and promote library competencies and standards, both visionary, such as position and policy statements, and practical, such as national and international standards.

Potential Deliverables:
  ○ Curate some of the existing work of the former CLA (e.g., competencies, position statements, and standards (e.g., *Leading Learning and RDA*)).
  ○ Provide a platform for national discussion and action on these topics through policy forums and other means.

● Report on the state of Canadian libraries on a regular basis.

Potential Deliverables:
  ○ Support national metrics and observational research program.

● Support public education about the value and values of libraries including the implications of public policy on national and international information rights.

Potential Deliverables:
  ○ Develop advocacy toolkits for libraries related to national issues.
  ○ Serve as the national media representative for the Canadian library community.

● Celebrate libraries through national awards and other initiatives.
  o The Working Group will recommend the Federation review the existing CLA Awards to determine continuation and whether any new awards should be created.

● Foster collaboration among library associations to strengthen the library community.

Potential Deliverables:
  ○ Act as a clearinghouse and platform for national adoption of tools or publications created by member associations.
  ○ Promote and coordinate cost/resource sharing and/or facilitate leveraging of initiatives of national interest.
  ○ In conjunction with provincial association conferences, hold Federation member meetings and promote awareness and engagement of Federation national initiatives.

Important! *It is recognized that in the first few years as it is forming, the Federation may not be able to fulfill all of these deliverables. The first Board will need to prioritize the deliverables within the context of available resources and grow its activities as its capacity grows.*

The Working Group recommends that the following two deliverables be the priority for the first year of the Federation beyond the expected "start up" activities, including financial model refinement:

● Establishment of a national Key Performance Indicators (KPI)/metrics program; and
● Development of a government relations strategy and action plan.

Common Question: What is the recommendation regarding a national conference?
This proposal recommends that there no longer be a national conference as there are many excellent regional association conferences already held each year. The proposal recommends that once a year, representatives from the member associations would discuss the policy-related priorities for the next year; this is more of a business meeting. The Federation would seek to hold one-day policy summits for its indirect membership (i.e., members of member associations) throughout the year, attached to regional library conferences across the country. (No regional conference would be obligated by the Federation to welcome such a summit as an adjunct to its event.)

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i. Measuring success

A critical question is how this federation will measure success in year one. The Working Group notes that the start-up goals for any new and lean venture must be reasonable and achievable. Accordingly, the Working Group recommends the following:

● Significant advancement in the development of partnerships and relationships with allied and stakeholder associations and groups;
● A strong government relations strategy and action plan that includes communicating the transition from CLA to the new federation;
● Establishment of a national metrics program;
● Transition and review of position statements and related policy statements to the new federation; and
● Establishment of Board governance policies and tools.

C. FILTER/LENSES

The Federation needs to remain focused and selective in the initiatives it undertakes and the issues it addresses. The Working Group recommends the following filters/lenses that the Federation should use when considering taking on any new initiative or activity:

● Is it a national and/or international issue for libraries?
● Does it have a public policy implication?
● Is there a need for the Federation to engage on this issue?
● Is this issue best addressed by a unified national voice or is it better advanced by one or more of the Federation member associations?

D. AUDIENCE FOR INFLUENCE

The Working Group identified seven primary audiences its work would influence: international bodies, the federal government, the media, the general public, the business community, people who work in or with libraries, and library funders.

E. STRUCTURE

The Working Group recommends that the new Federation be a non-charitable not-for-profit.

Not-for-profit organizations registered as charitable organizations may only spend 10% of their time on advocacy. As a primary purpose of the new Federation is to undertake advocacy work, registering as a charitable organization is not in the best interest of the Federation.

Once established, the Federation could opt to establish a charitable foundation that could receive donations and issue tax receipts. This option would need to be considered by a future Board.

It was agreed that as a national organization, the Federation should be bilingual.

i. Proposed not-for-profit structure

The Working Group proposes the following structure for the new Federation:

- Defined membership federation: only a library-related association or a consortium or federation of library-related associations or libraries can be a member of the Federation.

  Important! Any library association in Canada – large or small, sector specific, or role specific – is welcome to join the Federation. To get a sense of how many library associations there are in Canada, see Appendix D.

- The Federation will only have one membership type/class: *Association*. All memberships will fall into this type/class of member.

  > *Note:* Some of the feedback requested an explanation of why the Working Group did not consider individual membership. Individual membership was considered and the Working Group is not recommending it because management of individual membership at a national level when one is considering potentially thousands of members is costly to an association and we are trying to develop a federation that keeps costs low and expenses focused on achievement of goals and priorities. The strength of the Federation will be the engagement of the membership of the member associations and the collective experience and knowledge brought to the table by these groups.

- In order to recognize that the membership will include associations of many sizes and contribution levels (e.g., some representing thousands of members, others representing a dozen; some contributing a few hundred dollars and some contributing tens of thousands of dollars; some representing individuals, some just libraries, and others both), membership voting should be weighted in a way so as to recognize the significant financial contributions of larger associations without allowing them a de-facto veto. Accordingly, the following simple weighted voting is proposed:

Financial Contribution	Number of votes
$300 - $2,000	1 vote
$2,001 - $10,000	2 votes
Over $10,000	3 votes

Members vote on issues that members of associations vote on: Board elections, approving the operating budget, significant changes to the structure of the organization, etc. Each year, the members would be invited to engage in discussion and debate regarding the policy priorities of the Federation for the coming year, recognizing that issues arise mid-year that will need to be addressed by the Board.

> **Note:** There was some feedback through the surveys suggesting that the voting of members should be equal despite the financial contribution of the association or that the weighted voting should instead be linked to size of member association membership. Financial contribution is in fact linked to the size of the association but also allows for comparisons across associations with different membership types (i.e., individual and institutional). It is not reasonable to expect larger associations that would, because of their larger membership representation, carry the financial burden of the Federation not to have some weighted influence. As noted above, the suggested simple weighted voting allows for recognition of the larger membership and financial contribution to the Federation while not creating a situation that creates a veto block for large associations.

- The Federation will invite allied businesses, associations, and organizations, to partner with it in its fulfillment of operational activities or special projects.

- Individuals will be able to or invited to engage in the efforts of and networking through the Federation as follows:
    - If they are a member of a member association;
    - If they are a representative of an institution who is a member of a member association;
    - If they have been invited by the Federation to participate because of special skills or expertise; or
    - If they are the representative of a partner business, association, or organization.

ii. Proposed governance

The Working Group presents the following recommendations for the Board of the Federation.

- As with all associations and federations, the membership is the foundational governance group of the association and, as the membership, the member associations vote on matters such as Board elections, operating budgets, resolutions, etc.

- The Board will have nine to twelve members. The Board's role is to:
    - Ensure processes that facilitate member engagement in priority setting and achievement of Federation goals;
    - Approve and oversee implementation of the strategic direction;
    - Oversee the finances of the Federation; and
    - Oversee financial and operational compliance.

    All other work of the Federation will be undertaken by committees, working/task groups, etc. created by the Board and peopled by individuals who are members of member associations, as noted above. It is possible that the Board may also create networks or other groups to advance priority activities.

- The Federation Board must be large enough to reasonably represent Canada's geography but small enough so as to be nimble and responsive to issues as they arise. A smaller Board also ensures that the costs of running the Federation are contained as the larger the Board, the greater the expense in maintaining and running the Board as opposed to meeting the goals of the Federation.

    The Federation Board membership will have the following composition:

    - 7 members who each are a Board member of a multi-sector provincial association that is a member of the Federation from the following regions:
        - British Columbia (BC),
        - Alberta (AB)
        - Prairie Provinces (SK, MB)
        - Central Canada (ON);
        - Quebec (QC);
        - Atlantic Canada (NB, NS, PEI, NF), and
        - the Northern Territories (YK, NWT, NU).
    - 1 member who is a Board member of a francophone library association that is a member of the Federation
    - 2 members: one representative from the Executive of each of CARL and CULC.
    - 1 member-at large who is of Indigenous ancestry and who is a member of a member association

○ A limited number of additional members may be appointed to the Board for one-year terms as allowed under the Canada Not-for-Profit Corporations Act.[1]

The geographic groupings were created using population scale for the various provinces and territories:
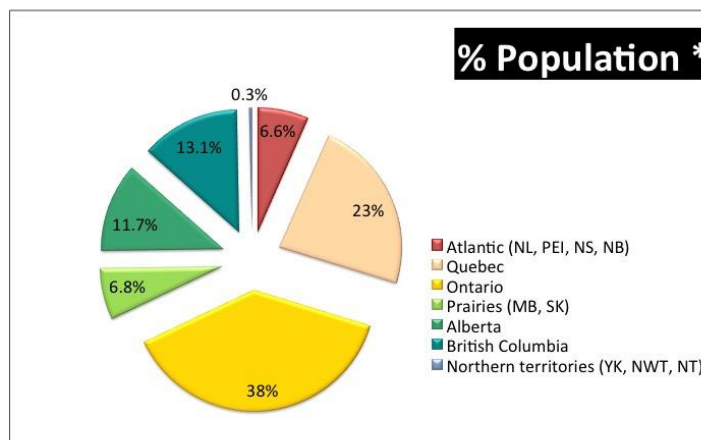
* Population as of July 1, 2015. Data retrieved from Statistics Canada website, 10 December 2015 : http://www.statcan.gc.ca/tables-tableaux/sum-som/l01/cst01/demo02a-eng.htm

"Multi-sector associations" are defined as associations that most broadly represent the province's or territory's library community. This would not be an association that represents one specific library role in a province or one specific sector of libraries or library workers. For example, LAA and APLA would be considered multi-sector associations. Again, this is to ensure representation of the broadest range of interests for the region.

For candidates representing one province or national association, the candidate must be endorsed by the association Board of the association they are representing and must have the authority to speak for the association.

For Board positions representing multiple provinces or territories (region), it is expected that representation will rotate by term across the region being represented (e.g., one term, the representative will be from Province A, then the next term from Province B). Member associations in each region will need to decide for themselves how to identify endorsed candidates when their regional Board position becomes vacant. They will also need to implement a reporting structure and communication framework for their regional representative.

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[1] Under the *Canada Not-for-Profit Corporations Act*, the Board may appoint a person to the Board for a one-year term, but may only appoint a number of directors equal to one third of the number of directors elected at the immediately preceding annual meeting of the members.

The CULC and CARL members are in recognition of the significant financial contribution these two associations are planning to contribute to the Federation and the extensive resources their members can commit to national level work.

The Board may also seek specific skills when recruiting for candidates for the positions above (e.g., financial, research, advocacy, etc.).

It is recommended that the inaugural Board be staggered with one- and two- year terms to allow for continuity. This would both allow the association to start-up and enable the inaugural Board to review and confirm term lengths.

At the Board, as per legislation, each Board member has one vote.

> ***Note:*** some of the comments in the surveys expressed concern that different types of library workers did not have representation on the Board. It is important to note the importance of the Federation membership in creating the products (e.g., statements, research frameworks, standards) of the Federation. One does not need to be on the Board to play a leadership role in the Federation: as with all associations, leadership and influence happens through involvement in committees, working groups, and other similar structures.

- The full membership (i.e., association representatives) would vote on the Board representative for each region. Accordingly, it will be important for the multi-sector associations to note their endorsement of a candidate for their region.

- The Board will elect a chair, vice chair, treasurer, and any other positions required by legislation or the Board.

- Annually, the Board will engage member associations in a discussion about emerging and urgent policy issues. The Working Group recommends this engagement happen via a meeting of the members that could also double as the Annual General Meeting. Once priorities are identified, the Board will then plan accordingly.

  Member associations will each decide for themselves how to engage their own memberships in identifying the priorities they wish to see advanced at a national level that their membership representative will convey at the meeting of the members.

- The Board may create committees of the Board as required and appoint both Board and non-Board members to these committees. Any individual noted in section E(i) above may participate on a Board committee. As well, the Board may create task/working groups, networks, and other means for individuals who are eligible to participate to collaborate on various activities.

> **Option for a governance trial period**
> *Because governance will likely be one of the most difficult pieces of the federation puzzle, the new Board could also agree to try an approach and then revisit the decision-making/voting structure after the first few years of operation to consider member associations' experiences and to discuss any challenges that may have arisen.*

iii. Individual engagement in the recommended Federation

Despite a change in the funding and governance structure of the library community's national organization, the Federation will only be as strong as its member engagement, and will need strong participation from its member associations if it is to fulfill its role as a strong, unified voice for Canada's libraries: one that speaks quickly and powerfully on relevant national and international policy issues.

Clearly, the engagement of the Federation's member associations really signals the need for the engagement of individuals who are members of these member associations. However, this is not the only way individuals involved in the library ecosystem will be able to engage with the Federation. As noted in the governance section above, individuals may participate in the work of the Federation as follows:

- If they are a member of a member association;
- If they are a representative of an institution who is a member of a member association;
- If they have been invited by the Federation to participate because of special skills or expertise; or
- If they are the representative of a partner business, association, or organization.

One benefit of the proposed federation model is that individuals will no longer need to pay two membership fees to participate in the national association: they will either inherit the right to participate through their individual membership in their provincial, regional, or other member association or they may be assigned to represent their institution through their institution's membership in a member association.

iv. Engagement pathways for individuals

As with any association, the new Federation will need to establish committees, working/task groups, and other engagement mechanisms to accomplish the national priorities. There should be many and varied opportunities for individuals to connect and work with other members of the national library community. Such participation will provide valuable expertise to the work of the Federation as well as provide excellent experience and networking opportunities for the participating individuals.

In order to ensure the Federation is responding quickly and powerfully to issues of interest to its member associations, these committees and working groups will need strong engagement and a high level of participation from member associations' memberships (i.e., individuals).

A benefit of this model is that with the broader membership base the national effort can now include many colleagues for whom national participation was not feasible because of the cost barrier of individual membership in the national association.

Each member association will need to decide for itself how to handle expressions of interest by its members to participate in the work of the Federation. Associations may leave it as an open "volunteer if you want to" and/or may want to identify individuals who are officially representing it on various committees or working groups. In any scenario, it will be important that this pathway to involvement in the Federation be clear and as free of barriers as possible.

v. Member association autonomy in a federation

While there are many approaches to building successful federations, there is one principle that remains key in each formula: respecting and maintaining the autonomy of member partners. A newly forming federation must protect and preserve member autonomy within the governance, operational, and financial models it develops.

Member partners in a federation are legally independent of each other and come together to achieve national goals better realised collectively than independently. Achieving these goals should not, and cannot, mean that member partners abdicate either legal or organizational autonomy. Such a shift weakens member partners by blurring governance models and authority, by confusing operational roles, and by destabilizing financial planning. For this reason asking member partners to consider diminished autonomy as a prerequisite to national participation would limit the number of partners interested in supporting national advocacy goals.

Ensuring early success for the Federation requires financial, in-kind, and participatory contributions from members and partners. The challenge of operating as a federation is to abandon historical assumptions about how to ensure success. For example, creating hierarchical governance and financial models that emphasize the needs of the organization over the needs of the member partners (and thus challenge member partner autonomy) should be eschewed.

Instead federation success and goals need to be achieved through collaboration and collective action. Members agree on the shared objectives of the Federation and assume shared interest in achieving those objectives. With this commitment comes the willingness to share responsibility for the success of the Federation.

The new Federation's success will be the result of a strong and clear mandate supported by members' willingness to engage in consensus building while accepting that conflict and debate

are inevitable and healthy. Skills to navigate this decision-making environment are essential for new Board members and should be supported by the new Federation.

F. FINANCIAL MODEL

One of the most challenging aspects of a federated model is to agree upon, and sustain, a financial model that provides the organization with the necessary financial resources to accomplish its mandate. The observations and recommendations in this section were created by a Finance Task Group comprised of association management professionals and a CLA Executive Council representative: Clare Appavoo (CRKN), Ken Blonski (CRKN), Annette DeFaveri (BCLA), Jefferson Gilbert (CULC), Susan Haigh (CARL), Valoree McKay (CLA), Judy Nicholson (SLA), Shelagh Paterson (OLA), Stephanie Pimentel (OLA), Mike Ridley (CLA), and Christine Sheppard (LAA). The Working Group expresses their appreciation to this group for considering the many issues and coming forward with recommendations for an approach to funding the Federation. The recommendations presented in this section were supported by the Working Group.

Ultimately, it is essential to understand that a model must be identified and enacted; consensus must be reached even at the expense of some associations choosing not to be members of the Federation. Membership in the Federation should reflect associations who want to have a voice in national advocacy for libraries and are prepared to allocate the necessary resources to make it happen.

i. Principles

The Finance Task Group identified five key principles that should guide the financial models and processes of the new Federation: sustainability, fairness, equity, affordability, and transparency:

- *Sustainability* acknowledges that the financial resources must be necessary to allow the new Federation to do its work now and into the future. The model must be capable of long-term support for the organization. Equally, the new Federation must continue to demonstrate value and utility to its membership if it is to be sustainable.

- *Fairness, equity*, and *affordability* all recognize that the Federation is comprised of very different associations with very different financial resources. The limited capacity of some associations should not preclude their involvement in the Federation. Similarly, associations with greater capacity should not be unfairly obligated.

- *Transparency* as a principle was identified to ensure all the member associations were aware of how each other was providing financial support and that the financial operations of the Federation were fully available to all member associations.

While not principles in the same sense, the Finance Task Group members acknowledged that individual institutions participate in the library community through a number of different

memberships. The goal is that institutions and individuals will pay less overall to participate in national level activities and to support national level advocacy than they do currently through CLA.

It is also recognized that the new organization must be effective and so will require a reasonable level of funding to be effective in its mandate.

The Working Group strongly recommends and hopes that member associations make a 3-year commitment to the Federation in order to firmly establish the new Federation and allow it to grow and strengthen.

ii. Costs

The Finance Task Group developed a draft budget (below) for the new Federation in order to more realistically model alternative funding models. This is a very high level budget, however it does include the expense categories typical of similar organizations.

Draft First Year Expense Budget

Category	Amount	Notes
Wages and Benefits	$195,000	Based on 1.75-2.0 FTE; includes either HST/Benefits
Contract Services	$6,000	Subject matter experts
Government Relations	$50,000	Less staff support means higher outsourced fees
Communications	$12,500	
Translation	$20,000	For all needs (communications, reports, etc.)
Stakeholder Relations	$30,000	Includes staff travel; memberships in allied associations
Equipment/Supplies	$15,000	Phones, computers, space, supplies, delivery, internet
Governance	$25,000	Travel, Board insurance, professional fees, audit fees
Project A	$14,000	To be determined (see below)
Project B	$9,000	To be determined (see below)
Opportunity Fund	$10,000	To be determined by Board; allows for agile response
Total	**$386,500**	

The Working Group notes that in order to allow the new Federation to be responsive and agile, the Federation must be sufficiently resourced: having to ask members for funding each time an urgent priority arises will hamstring the organization and will not enable it to be rapid and responsive. Accordingly, the first-year budget above includes funding that allows it to meet core activities and also respond to issues and opportunities as they arise. As well, there should be

opportunities for member associations to offer in-kind contributions so that the Federation can achieve its work without necessarily requiring additional funding.

Another aspect of the budget is a line item for translation costs. The Working Group has indicated that the new Federation should be a bilingual organization. As a result, an initial amount has been allocated to translation. However, as the Federation grows, this may quickly become insufficient.

The Working Group recommends that the two first-year projects ("Project A" and "Project B" above) undertaken by the Federation include:

A. establishment of a national Key Performance Indicators (KPI)/metrics program; and
B. development of a government relations strategy and action plan.

It is possible that the funds allocated to Projects A and B in the draft budget will be insufficient and the Opportunity Fund will need to be drawn upon to fulfil those projects, or that one project may need to be prioritized.

iv. Revenues

The Finance Task Group presented a three-year revenue projection (with modest incremental increases year over year). Three years was determined to be enough time to allow the Federation to establish itself, but not so long that costs could not be adequately predicted.

Revenue Targets, Years 1 to 3

SECTOR/SOURCE	YEAR 1	YEAR 2	YEAR 3	ASSOCIATION EXAMPLES
Regional associations	$42,000	$48,000	$53,000	Members of the Partnership
Public Library related associations	$90,000	$100,000	$110,000	CULC; ABCPLD; FOPL; BCLTA; (Majority from CULC)
K-12 Library related associations	$10,000	$10,000	$10,000	TALCO; Direct Approach
Special Library related associations	$15,000	$20,000	$25,000	CHLA; CALL; SLA Chapters; CAIS; Many others
University Library related associations	$80,000	$90,000	$100,000	CARL; CRKN
College Library related associations	$12,500	$15,000	$17,500	OCLS; Direct Promotion
Library Schools	$4,000	$4,000	$4,000	Staff Driven; Direct Promotion
Program and Service	$60,000	$70,000	$80,000	Staff Driven / Legacy Programs

Allied Organizations	$5,000	$7,500	$10,000	Staff Driven / Legacy Programs
CLA Legacy	$68,000	$36,000	$6,000	Assumes $100K over 3 years, but this amount could be less
TOTAL	**$386,500**	**$400,500**	**$415,500**	

a. membership fees

The Working Group and Finance Task Group explored a number of membership revenue models. One focused on banding based on a common set of criteria (e.g., population, faculty/students, etc.). Another looked at allocation based on regions rather than sectors (e.g. national, provincial/territorial). While helpful in refining the thinking of the Task Group, neither alternative model was robust enough to be recommended.

The Finance Task Group ultimately recommended - and the Working Group agreed with - a proposed funding model that aligns potential member associations around sectors (i.e., public libraries, academic libraries, special libraries, others) as well as regional associations, setting revenue targets for these sectors.

The target amounts for each sector were established in different ways. For the provincial/territorial associations the target represents approximately 1% of association operating costs. For CULC and CARL, the targets attempt to align with association size, scope of membership, and financial capacity. For others, the targets were less empirically based but attempt to reflect realistic contribution levels given the sector. The Working Group recommends that the base membership fee for CULC and CARL be frozen at the inaugural rate for the first three years. This recognizes that CULC and CARL are paying a significant share for their sectors.

The Working Group agreed that some type of benchmarking/banding of association fees should be established for transparency and clarity. It was agreed that membership in the Federation should be affordable and also that a minimum level of support from associations should be required, optimally associated with benchmarking/banding. While many associations are small, it was also recognized that associations do have options for raising revenue for ventures they see as important: some will increase membership fees, others will use association reserves, and still others a combination of the two.

The minimum membership fee is proposed as $300 and banding above that would be created. While there are some associations out there that have very low membership fees and, hence, small operating budgets who may feel $300 is too high, the reality is that federal and international advocacy requires money to undertake. It will be up to these associations to determine whether participation in national level activity is of value to them. If this is the case, then the association will need to consider how to raise the

funds to participate. They may need to do this by increasing membership fees, reprioritizing activities, or fundraising.

Coordinating the contributions in a model such as this will be complex. CARL and CRKN collectively represent all university libraries and will jointly coordinate meeting their target. While college libraries do not have a national association, they do have regional or provincial associations and can also be associated through national organizations such as Colleges and Institutes Canada and through provincial organizations. Likewise, while CULC represents public libraries in cities with populations over 100,000, many smaller public libraries are institutional members of provincial/territorial associations or are members of other regional bodies that represent public libraries, such as Federation of Ontario Public Libraries. It will be important to coordinate how and through whom they financially contribute to the Federation.

While many institutions/libraries are members of multiple associations, the revenue targets are sufficiently modest and the breadth of institutions so great that it is highly unlikely that an institution's proportional contributions through multiple associations will collectively exceed what they currently pay for CLA membership.

In terms of school libraries, most of the advocacy work they have traditionally engaged in has been at the provincial government or local board level, both levels outside of the scope of the Federation. However, the recent national standards work undertaken by school librarian members of CLA has been important and should continue as part of the national standards work of the Federation. School librarians are often organized through their provincial teachers' federation or union. Hopefully, these "sub" associations of provincial teachers associations will be in a position to join the Federation to continue the national work. A modest amount has been assigned as a revenue target for this sector.

The majority of core funding for the new Federation will come from established associations with clear models for aggregating their contributions. Many other associations or groups will want to contribute, but it will take them and the Federation some effort to coordinate this. The new Federation Board must recognize the cost to manage this distributed and complex funding model.

b. Transferred resources

Resources for the dissolution of CLA will be contributed to the new Federation as allowable under Tax legislation. Existing CLA liabilities make this number difficult to estimate. However, $100K has been allocated and spread over three years in anticipation of some level of transfer. Unfortunately, the longer CLA operates in its current form, the fewer resources there will be available to contribute to the Federation as CLA continues to run an operating deficit reliant on diminishing reserves.

c. Revenues beyond association dues and contributions

The Task Group recognizes that the majority of the Federation's funding will come from association contributions ("dues"). However, as the Federation grows, a diverse revenue base will be important to respond to that growth and to mitigate the financial obligations of the member associations. Net revenue sources included in the financial model include policy meetings, book sales (particular RDA), and grants. It is also possible to seek out "visionary patrons" who believe in the work of the Federation and are willing to provide financial support. If there is an interest expressed by a visionary patron, then the Federation Board may wish to consider establishing a charitable foundation or trust to enable tax receipting of contributions.

Allied organization membership is also modeled as a revenue opportunity (e.g., BookNet, Book and Periodical Council, many others). However, many organizations offer reciprocal membership rather than paid membership. It will be important to attract formal (i.e., fiscal) support for the Federation but the total income derived from allied organizations will be minimal.

Some of these revenue streams are included in the year-one budget. Others (e.g., the "Visionary Patrons") are included for fiscal year two and beyond. It seems unlikely that these would be possible during the initial year of operation.

Whatever revenue opportunities emerge, they must be consistent with the nature and focus of an advocacy organization.

One objective of the new Federation is to strengthen the member associations (provincial/territorial and national) and to avoid intra-federation competition. The Federation would value collaboration with member associations and will need to work in tandem to ensure work and requests for support from potential funders do not compete and, when feasible, leverage the strengths of all parties (e.g., the Federation will not offer professional development sessions beyond its scope and/or may choose to offer any professional development sessions associated with its mandate (i.e., policy) through the infrastructure of member associations).

G. NAMING THE FEDERATION

In the spring of 2015, the Working Group agreed that it would recommend that the new proposed federation have a name different than CLA: *Canadian Federation of Library Associations / Fédération canadienne des associations de bibliothèques* is suggested as the name of the proposed federation. It was suggested that the new name would signal to the library community that the new national federation was indeed a wholly refocused and rejuvenated national association, helping with some of the cynicism related to Canadian Library Association and its previous attempts at change. That said, there was some concern that the people the new national association was trying to influence did not have such cynicism about

CLA and, in fact, the name Canadian Library Association has strong positive connotations for these groups.

Impact Public Affairs (Impact) was consulted to determine whether the name would impact the Federation's influence with federal stakeholders given CLA's long history and name recognition with external stakeholders in the federal government. Impact noted that a name change could be managed without loss of credibility and influence.

This item was not discussed at the June 2, 2015 Stakeholder Forum due to time, so the matter was put to a vote of the forum attendees in early August 2015 in order to inform this next revision to the proposal. While there was significant concern expressed by a number of attendees about losing the decades-old name, Canadian Library Association, and the credibility that has been built with this name and some concern expressed about making a name change for internal-to-the-library-community reasons versus external-stakeholder-engagement needs, the majority of attendees voted for a new name for the national association:

Canadian Federation of Library Associations / Fédération canadienne des associations de bibliothèques (CFLA/FCAB)

The survey results contained a small number of requests (very few) to keep the name CLA, however the vast majority of comments were silent on this issue. Accordingly, this *Final Proposal* recommends the new name for the national association.

H. WHAT HAPPENS TO THE CANADIAN LIBRARY ASSOCIATION?

The first version of the proposal contemplated evolving the current CLA into the new federation. Since then, however, it has become clear that there are many benefits to instead establishing a new organization that has no history within the community with which to contend and also has no financial or other liabilities from the past.

Accordingly, the Working Group recommends dissolving the current CLA as a legal entity and the registration of a new national, not-for-profit entity. This will allow for a fresh start for the Federation and its Board.

III. Benefits of the Proposed Model

A. FOR MEMBER LIBRARY ASSOCIATIONS

This proposal seeks to broadly outline the benefits of a strong unified national voice for Canadian libraries and library values and interests. The recommended model of a federation also offers a number of significant benefits to provincial and regional associations and national institutional or sector associations:

- Associations will benefit in that they will have increased influence on the priorities and strategies of the national association;
- The suggested research component of the Federation helps the associations support their members in being knowledgeable in areas of library interests and could inform advocacy and policy development work at all levels in the library community;
- The Federation supports these associations in their own advocacy and enables their membership to have a voice on the national stage;
- The suggested focus and participation in a federation frees up the associations to focus on the work they have identified as important to their direct members;
- The membership structure of the Federation provides an opportunity for strong representation in a partnership table that builds sector strength at a national level; and
- Provides national engagement opportunities for members of member associations.

B. FOR INDIVIDUALS

For individual members of these associations, their personal or institutional membership in their provincial, regional, or national association provides them with opportunities to participate in national dialogue without having to pay a full membership fee, as is currently required by CLA's direct membership model.

IV. Next Steps

A. MEMBER VOTE OF CLA

The feedback received by the Working Group through the October/November 2015 surveys was overwhelmingly positive, including the responses from the CLA member survey. Accordingly, CLA Executive Council will ask members to fully review this proposal and then participate in a vote on a special resolution to dissolve CLA in its current form in order to invest in the creation of the Federation proposed here. This vote will happen at the end of January 2016 at the 2016 OLA Super Conference.

Winding down CLA will take several months, especially given that CLA needs to hold its final conference in June 2016. Discussions between CLA Executive Council and the Federation Board regarding transferring responsibility for various items will be ongoing throughout that period.

B. START THE NEW FEDERATION

If the vote is successful, the Working Group will need to initiate the new Federation, establish the first board and start the work of putting the initial governance pieces in place. Decisions will need to be made regarding the recommendations in this report, invitations to join sent to library associations across Canada, and deliverables set for the first year.

C. 2016 ANNUAL CONFERENCE

CLA plans to hold a national gathering in Ottawa in 2016. If the membership approves the proposal to dissolve CLA and create a new national federation, then based on the recommendations in this current proposal, this will be the final national conference in Canada as the proposal recommends that any future national discussions are held adjacent to various regional library conferences across the country. The current - and what would be the final - CLA Executive Council would seek to use this conference to celebrate CLA's long and venerable history as a national association and to present the new Federation to the library community members present.

V. Final Remarks

For the past 69 years, the Canadian Library Association served as a unified voice for libraries and library workers across the country. During this period, the library association landscape has grown exponentially, as have the complexities of the information rights we uphold, the policies we endorse, and the services we provide.

A strong, unified, national voice to advocate on information rights, information policy, and library values is more important than ever before. This proposal for a newly structured, federated association-of-associations model is a significant departure from CLA's traditional direct membership structure. However, as a structure it offers many strengths:

- Reduces duplication of efforts across the library associations;
- Strengthens the membership benefits of provincial association membership;
- Offers scaffolding for the interests of the national institutional associations;
- Creates a structure for true collaboration based on the regional and national institutional associations; and is
- Financially viable and sustainable,

all while preserving the interests expressed by the library community for a strong national platform for policy dialogue and the ability for individuals to participate and network with regards to these issues.

This proposal does represent some level of risk for all suggested stakeholders. However, we are all committed to a strong presence for libraries at national and international levels. We all have strengths we can contribute. We are all good at collaboration. A healthy, vibrant, and effective national association is entirely within our grasp if we work together to create it.

APPENDIX A

FREQUENTLY ASKED QUESTIONS

Q1. How will individuals have a voice in the proposed federation if they cannot be members directly?

There are two answers to this question.

1) Individuals who are members of member associations will be engaged in a variety of activities related to the proposed federation: working on committees and participating in working groups to name a couple options. An individual's voice can be heard when they step up to volunteer for such tasks.

2) In terms of member voting in the proposed federation, member associations – such as the provincial associations or the institutional associations – take the satisfaction of their own membership very seriously. If you are a member of an association that is a member of the proposed federation and you do not think your association is hearing your voice (keeping in mind that "hearing" and "agreeing" are not always the same thing), then you would need to let the association in which you are a member know your concerns so they can address them.

Q2. How can people working in special libraries or as consultants participate in the proposed federation?

In order to participate in the work and activities of the proposed federation, individuals must be a member of a member association. The clearest way to do this would be to join an association that is a member of the proposed association, such as the association in your province (e.g., OLA or BCLA), provided it is a member.

Q3. How will small rural and remote public libraries have a voice in the proposed federation?

The clearest path for this is either through the provincial or regional association if they accept institutional memberships (e.g., British Columbia Library Association, Manitoba Library Association) or through another association that represents public libraries specifically and has rural and remote members (e.g., Association of BC Public Library Directors, Federation of Ontario Public Libraries).

Q4. What happens in provinces where there is more than one association?

All associations are welcome to join the proposed federation and have voting rights as members. Their members, in turn, have the right to participate in activities of the proposed

Federation, including on policy development committees, and other task forces or working groups.

In terms of board composition in relation to regional directors, the proposal recommends that the regional representatives must be a part of the leadership team of an association that represents more than one sector. This is a caveat intended to ensure the broadest potential representation of libraries in that area. Most provinces have more than one association: in this case, the multi-sector association has an opportunity to work collaboratively with the other associations to ensure broadest possible representation from their province.

Please also recall that the direction setting for the organization is informed by the membership, much in the same way that we in libraries set our priorities based on the will, interests, and needs of our communities.

Q5. How will small associations that do not have significant funds belong and how will they be engaged when in a group with larger associations?

As noted in the proposal, there is a suggested minimum fee of $300. The reality is that the work of the proposed federation would undertake costs money and so there must be funding to pay for it. If an organization – no matter how small – wants a voice in setting priorities, wants to participate in dialogue, and wants to have a say in how the work is done and the final positions taken/adopted, then they need to contribute funds to the efforts. In the scheme of the work of the proposed Federation, $300 is a small amount, especially when considering some member associations will be paying $20,000 and over. Certainly, some associations will have to consider additional member levies or increasing their membership fees. These are decisions each and every association will have to make.

Small associations have voting rights in member votes and also have the right to participate as equals in any committees, task groups, or other structures that the board of the proposed federation may establish.

Q6. Will sector-specific associations be engaged and have influence when in the room with larger associations.

Absolutely. Sector specific associations are encouraged and welcome to join the federation. In fact, their unique perspective and expertise will be valuable in exploring many topics. As noted above in response to other questions, all member associations have voting rights on member votes and also have the right to participate as equals in any committees, task groups, or other structures that the board of the proposed federation may establish.

Q7. How is the proposed federation going to represent each unique voice in the library community?

The proposed federation cannot, nor would it, have the responsibility to speak for the whole library community or to represent each unique perspective and voice. That's an impossible expectation of any association. The proposed federation will represent the national and international priorities and interests of its members as decided through various member engagement channels such as committees, working groups, and membership votes.

Q8. Will the proposed federation defend and uphold the value of our professional roles such as Librarians, Library Technicians, and Teacher Librarians?

The Federation's proposed role is to:

- *Advance library excellence in Canada.*
- *Champion library values and the value of libraries.*
- *Influence national and international public policy impacting libraries and their communities.*

The Federation will participate and/or lead in the development of national standards and credentialing of library programs, where appropriate. The Federation could be expected to issue statements on the role of librarians and information workers when there is a national need for such a statement.

Q9. How will the proposed federation represent support staff?

The focus of the proposed federation is national and international policy and national and international standards and other similar instruments. The discussion of these topics is not the purview of one type of library worker alone. Support staff from all roles will be welcome to participate in discussion of these issues as well as the other work of the proposed federation through their membership in member associations. Across the country, there are many associations that welcome support staff engagement, such as provincial associations or role specific associations.

There has been some comment that library support staff do not always feel engaged in their provincial associations. It will be important for such provincial association members to take the initiative to connect with their provincial library associations to address this local issue as local engagement is the fist level of the scaffold to national engagement.

Q10. What will happen to CLA's existing networks and committees?

CLA's committees and networks have provided important contributions to CLA and the library community over the years. CLA Executive Council and the Future Federation Working group members have expressed their deep appreciation for these groups – for the expertise they have

brought to form statements on important issues nationally and internationally and for the networking and continuing education opportunities they have provided to their members and the library community at large.

The board of the proposed federation will need to determine its own structure: the committees, working groups, and other mechanisms for discussion and action on various policy topics. We hope that will happen very quickly and that the expertise of the members of CLA's committees and networks will be recognized as the Federation Board populates their committees from amongst the proposed federation's member associations.

Q11. Will there be mechanism that enables people across the country who are interested in similar issues to connect with each other?

In addition to the proposed purpose, the proposal recommends the following filters for the new federation in choosing what to invest staff time, money, and effort in:

- Is it a national and/or international issue for libraries?
- Does it have a public policy implication?
- Is there a need for the proposed federation to engage on this issue?
- Is this issue best addressed by a unified national voice or is it better advanced by one or more of the proposed federation member associations?

There will need to be opportunities for member association members to network to discuss national and international policy and other issues that fit within the scope of the Federation in order to advance the work of the Federation. What those networking vehicles might be will need to be clarified through the start-up phase of the Federation.

Q12. How does the proposed Federation impact or relate to The Partnership?

The Partnership is a national network of provincial and territorial library associations that collaborates to develop services and programs for members of their respective associations. The Partnership is an important collaboration vehicle for the provincial associations. This proposal for the Federation clearly defines a scope that is different than The Partnership. The Working Group recommends that the Federation seek to redirect any continuing education activities through The Partnership, which has done an excellent job as a platform for national professional development. Members of The Partnership were involved in the Working Group and in the Stakeholder meetings, so we are confident that this proposal presents a unique venture.

APPENDIX B

CONTEXT AND BACKGROUND

A. CURRENT CONTEXT

Libraries across Canada have long collected, curated, preserved, and provided access to the information, knowledge, and cultural expression that forms the bedrock of Canadian culture, social and economic innovation, and civic engagement. Our work celebrates Canadian diversity, supports lifelong learning, and contributes to the development of just and equitable communities. Canadian libraries and the civic interests we uphold serve as the foundation for modern democracy and human advancement.

The work of libraries flows from fundamental commitments to equity, freedom of expression, and social participation; commitments that are scaffolded to and from national and international contexts. These commitments are expressed through our values and are impacted by a wide range of public policy and legislation. Copyright, privacy, net neutrality, information equity, cultural preservation, intellectual freedom, accessible formats: these are just some of the significant national policy issues that impact all of us as Canadians and those of us working in libraries. These fundamental issues and the values that underlie them are increasingly impacted by competing national, international, commercial, and political interests. They are likewise increasingly vulnerable as new contexts emerge and existing contexts become more complicated, such as those created by terrorism and domestic security, international commerce, digital networks, consumer convenience, and big data.

At a very practical level, public access to knowledge and expertise helps communities create, innovate, and thrive and Canadian libraries serve as knowledge and social infrastructure for innovative, resilient, compassionate, and adaptive communities. As knowledge and social infrastructure, Canadian libraries continue to be a critical component of an informed and engaged democracy and this needs to be explained, demonstrated, and celebrated consistently and nationally. Further, as a national community, we need to ensure that Canadians have access to the best libraries possible.

Because there are so many national and international policy interests that flow down to local levels with significant impact and because we operate primarily at local and institutional levels, Canadian libraries need a strong and coherent national presence – an organization that monitors the diverse national contexts and issues, contemplates how they intersect with the interests and values the library community both holds and upholds, recommends policy evolution, and provides advice for developing positions on issues of concern. We need a national platform for the entire library community to discuss and address sector-wide, national issues that impact our efforts to protect and champion fundamental information freedoms and

rights. We also need coordinated national research to provide evidence and data as to the value of libraries and the importance of the sector.

Equally as important, we need a strong, focused, and effective national voice that advocates on these very issues. We need a single organization that can speak with authority and confidence to the significant national and international issues and events that impact the provision of library services, Canadians' access to information, and the ability of Canadians to engage with knowledge and information. These are not activities that can be undertaken or coordinated in an ad-hoc manner: we need to be dedicated, agile, and strategic. And we must be unified.

We need this because the very issues that library services uphold - and that are critical to an informed, engaged, and equitable society - are becoming more complex, and the stakeholders with competing interests are so influential that any fragmentation of the library sector voice at a national level will mean we are not heard. We will be dismissed because we will not be seen as unified.

This strong, unified, and effective voice is what we are trying to (re)build with the suggested federation.

B. CANADIAN LIBRARY ASSOCIATION

For over 68 years, the Canadian Library Association has served as a national voice for libraries. CLA has advocated on issues such as copyright legislation, library materials rate, net neutrality, right to privacy, services to the print disabled, intellectual freedom, and more. CLA collaborates with the international library community, mainly through its involvement with the International Federation of Library Associations and Institutions (IFLA). CLA has provided support for research regarding the library and information sector, including statistics and reports on the value of libraries, human resources in the library and information field (8Rs), services to people with print disabilities, and *Leading Learning: Standards of Practice for School Library Learning Commons in Canada.* Despite struggles with capacity and declining membership, CLA is nonetheless still recognized as the national voice for English Canada's libraries among federal government bodies and international stakeholders. CLA has the important advantage of name recognition, credibility, and profile among federal and international policy makers.

Although CLA has had successes in positioning itself with federal policy makers and the world outside of the Canadian library sector, maintaining a unique and relevant position inside our sector has been more challenging. The astounding number of associations dedicated to the library and information sector are all competing for membership and, although each association is clearly working to represent their constituents, the overall effect is a dilution of advocacy efforts in promoting library values and the value of libraries in Canada.

There are now recognized national library organizations representing institutions that address the specific and focused issues of their member organizations and have increasing influence at the federal level. These associations have the confidence of their institutional members and

access to the institutional resources they need to get their work done. However, they are not representative of all libraries in their respective sectors; both the Canadian Association of Research Libraries and the Council of Urban Public Libraries focus on specific types of libraries within their respective academic and public library sectors.

The provincial and territorial associations are likewise effective in key areas – they offer closer-to-home, more intimate and affordable regional opportunities for cross-sector networking, learning, and engagement for individual library staff. They also offer a unified voice for their institutional and individual members to their respective provincial and territorial governments, which are significant financial stakeholders of public, school, and academic libraries.

Although these national and provincial associations are effective in meeting members' interests, federal advocacy becomes diffuse and less effective with many voices. When a major national policy issue arises – the Marrakesh Treaty, the cancellation of the long-form census, proposed copyright changes – multiple library associations all mobilize, writing letters which may have similar intent but can lose effectiveness by seeming disjointed or even contradictory, or (conversely), unduly repetitive. Policy makers and politicians receive a bundle of correspondence that is easy to dismiss because the fragmentation sends a signal that we are not aligned. These policy makers will often reach out to CLA for a position, seeking to understand what libraries think on these issues. For how much longer will they exert even this effort? The fragmentation of voice at the national level in our library community is dangerous and does a disservice to our overlapping memberships, our good and honourable intentions, and ultimately, the achievement of our own interests as librarians, institutions, and associations.

The recent Royal Society of Canada Expert Panel report, *The Future Now: Canada's Libraries, Archives, and Public Memory*, notes this very problem in depth. Fragmentation in the library community is the single biggest threat to having our voice taken seriously at a national level.

The world has changed since CLA was created. The original construct for its membership, for how it works, and what it does was based on a simpler library sector. Decades later, we see a diminished CLA – one that has struggled because it operates with/through traditional membership paradigms and in a more competitive landscape. We have all witnessed CLA grapple in recent years to re-establish its relevance within the library community and become sustainable within its traditional construct.[2]

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[2] The Canadian Society of Association Executives (CSAE) cites a number of social changes impacting associations and various reasons why association membership has waned in past years, including:

- Members scrutinizing and evaluating every expenditure (value-consciousness);
- Rapid growth in technology, in particular, social media and the ability to access education workshops delivered via webinars;
- Time-poverty on the part of volunteers;
- The demand for instant service delivered at the members' convenience, not the association's;
- The demand for more choice in services and how they are delivered,
- Expectations for higher levels of quality.

Clearly, CLA is not the only association to struggle with member retention.

We cannot succeed with the existing model: we are at a crisis point and can no longer continue with the status quo. As CLA Executive Council presented at the 2013, 2014, and 2015 Annual General Meetings, CLA is gradually weakening. Institutional and individual membership has declined considerably and continues to decline and, as a result, CLA is struggling to maintain its operations within the available budget. CLA must change significantly if it is to effectively advocate and represent the library community nationally. There is no option to continue without significant changes. We must either fundamentally revise our model or there will no longer be a clear, inclusive national voice representing the high-level policy interests common to all of Canada's libraries. CLA's continuity and credibility with federal stakeholders and the decades of reputation building with the federal government will have been lost. We need a way forward that creates the necessary unified national voice for libraries and library issues. We need a small, focused organization that is capable of responding to national issues in an informed and strategic manner while reflecting the best interests of our institutions and the citizens they serve, and bringing together the multitude of voices across our country and sectors.

C. INITIATING THE DISCUSSION

Over the past several decades, there have been numerous discussions about CLA's future and attempts to devise a more robust structure. The elimination of divisions and streamlining of Executive Council involved a major consultative process and a significant change to the governance of the association. However, the implementation of the new membership fees in 2012, an attempt to balance the budget, resulted in a significant increase to institutional membership rates without a corresponding increase in value. This, in turn instigated a sense of urgency for a completely re-envisioned Canadian Library Association: institutional membership began to decline even more dramatically, and it became evident that there was an immediate need to completely reorganize CLA in order to create a sustainable organization capable of undertaking strategic and effective advocacy.

Initial discussions about the necessity for restructuring were held informally with members and non-members in 2013 and 2014 and a session was held at the CLA Conference in 2014 to seek members' views regarding potential models and their support for fundamental and radical changes to our national association. A variety of opinions were expressed during this session. Primarily, we heard support for the subject focus presented in this concept paper and ongoing support for a national association. These expressions of support were layered with expressed interest in continuing CLA as a platform for national dialogue and for opportunities for individuals to contribute their expertise. We believe it was understood that significant structural changes were being contemplated, but that CLA should seek to meet these interests in a future model. A summary of this discussion was presented in a subsequent issue of *Feliciter (Vol. 60, Issue 4:* http://www.cla.ca/feliciter/2014/4/#ex-dir)*.*

After the June 2014 conference, CLA Executive Council commissioned a report on potential future structures for CLA given what the Executive believed should be the unique mandate of a national library sector association:

- *Subject focus on national policy issues related to library services, information rights, and library values; and*
- *Activity focus on research, professional dialogue, and national advocacy related to these policy and values topics.*

The consultant's report explored a variety of options given the current Canadian library association landscape:

1. *Direct membership*: current model
2. *Chapter model*: current model with regional chapters
3. *Federation of associations*
4. *Coalition/Alliance of associations*

Executive Council agreed *options 3) federation of associations* and *4) coalition/alliance of associations* are most compelling for the future.

We know *option 1)* will not work for the future: it is CLA's current structure and it is not viable. *Option 2)* extends the current structure and would further intensify membership competition with other associations at a time when we are trying to build collaboration and minimize the financial burden of association membership on individuals and institutions.

Both *option 3) federation of associations* and *option 4) coalition/alliance of associations* allow for a single national voice, respect and strengthen the advantages of provincial association membership, and offer scaffolding for the interests of the national sector institution associations (e.g., CULC and CARL). Further, while Quebec libraries have shared interests in issues that are addressed at the federal level, it was recognized that there must also be unique consideration of ASTED's position as a national association.

Over the late fall of 2014, CLA Executive Council considered the options and, in January 2015, the Executive Council issued a concept paper entitled *[Canadian Library Association: A Proposed New Vision for Our National Association](http://ow.ly/Q0uRv)* (http://ow.ly/Q0uRv). This paper discussed the history of CLA, its achievements and current challenges, all within the context of the very complex Canadian library association landscape. The paper presented a recommended new model for CLA: a federated association-of-associations. The recommended governance of this proposed federation was the provincial/territorial multi-sector library associations and the national sector associations. The paper discussed the federation model at a very conceptual level, recognizing that many details would need to be determined by the proposed governance representatives.

On January 31, 2015, CLA Executive Committee met with 32 representatives from library associations across Canada to discuss the concept paper (see *Appendix C* for a list of attendees). As noted in the concept paper, the first step after sharing the paper with the Canadian library community was to discuss the proposed approach with the major library associations in the country to determine whether there was interest.

Stakeholder representatives who attended the meeting actively participated in a constructive and productive conversation about CLA and the ideas expressed in the paper. Two key themes that arose during the discussion were:

● An agile and focussed national voice for libraries and information rights in Canada is critical; and
● There was a willingness to continue to further explore the federated model for CLA, recognizing that the direct membership model is no longer sustainable for our national association.

The Stakeholder group agreed to form a Working Group that would report back with further details and ideas at a reconvening of the Stakeholder Group at the 2015 CLA Conference in June 2015. This revised proposal represents the report back of the Working Group.

D. PROPOSAL REFINEMENT - THE WORKING GROUP

The informally named Future CLA Working Group ("Working Group") worked through the Spring of 2015 to discuss further refinement of the federation of associations model for a national association.

At the time, Working Group members included:
Atlantic Provinces Library Association (APLA) - Crystal Rose
Nova Scotia Library Association (NSLA) - Trecia Schell
L'Association des bibliothécaires du Québec (ABQLA) – Shannon Babcock
Yukon Library Association (YLA) - Sarah Gallagher
Ontario Library Association (OLA) - Shelagh Paterson
Manitoba Library Association (MLA) - Camille Callison
Saskatchewan Library Association (SLA) - Gwen Schmidt
Library Association of Alberta (LAA) - Jason Openo and Peter Bailey
British Columbia Library Association (BCLA) - Annette DeFaveri
Canadian Association of Research Libraries (CARL) - Susan Haigh
Canadian Urban Libraries Council (CULC) - Paul Takala
Canadian Health Libraries Association (CHLA) - Lee-Anne Ufholz
Canadian Library Association - Marie DeYoung
Canadian Library Association - Mike Ridley
Canadian Library Association - Valoree McKay
Canadian Library Association - Sandra Singh

On June 2, 2015, at the CLA conference, CLA Executive Council reconvened the January Stakeholders Summit attendees to discuss the draft recommendations presented by the Working Group. Recommendations covered organizational model, membership and governance, focus, and priorities. There were some high level comments regarding financial model, however, the recommendations acknowledged that further financial modeling was required.

The Summit attendees further refined some aspects of the Working Group recommendations. The revised recommendations were then summarized into a two-page summary, which was shared at the CLA Town Hall on June 3, 2015. The proposal was also discussed, although more briefly, at the AGM on June 4, 2015. The summary was also posted to the Future CLA blog at http://futurecla.wordpress.com.

i. Feedback Received at 2015 CLA Conference and AGM

Overall, feedback at the Town Hall and the AGM was constructive and supportive of the recommendations, offering important support for the continuation of this work. There were a number of observations about the need for CLA to change as well as the need to recognize that this change is not easy and that there will be some grieving for the old model. A small number of attendees expressed concern over the ability of individuals to engage in the recommended federation, highlighting the need to more clearly articulate how individuals can engage in national networking and work through the proposed federation model. These attendees put forward a motion to direct the Working Group to include the option for individual membership in the revised proposal; upon a vote, the motion was defeated. Some of the people who spoke against the motion noted their agreement with the draft facets while others spoke to allowing the collaborative process to complete its course.

ii. Revised Proposal (October 2015)

The Working Group worked over the summer and early fall to develop a Revised Proposal.

Working Group members included:
Atlantic Provinces Library Association (APLA) - Crystal Rose
Nova Scotia Library Association (NSLA) - Trecia Schell
L'Association des bibliothécaires du Québec (ABQLA) – Sonia Smith
Yukon Library Association (YLA) - Sarah Gallagher
Ontario Library Association (OLA) - Shelagh Paterson
Manitoba Library Association (MLA) - Camille Callison
Saskatchewan Library Association (SLA) - Gwen Schmidt
Library Association of Alberta (LAA) - Jason Openo and Peter Bailey
British Columbia Library Association (BCLA) - Annette DeFaveri
Canadian Association of Research Libraries (CARL) - Susan Haigh
Canadian Urban Libraries Council (CULC) - Paul Takala
Canadian Health Libraries Association (CHLA) - Lee-Anne Ufholz
Canadian Library Association - Marie DeYoung
Canadian Library Association - Mike Ridley
Canadian Library Association - Valoree McKay
Canadian Library Association - Sandra Singh

In response to the feedback, the Revised Proposal published in October 2015 sought to clarify the benefits for individuals and highlight the initial ways that individuals can participate,

recognizing that the Board of the new Federation would take on envisioning and creating other ways for individuals to engage nationally.

Surveys seeking feedback on the Revised Proposal were issued in mid-October and ran until November 13. The survey results were reviewed by the Working Group and a report on the survey results issued on December 7, 2015.

E. CURRENT PROPOSAL

The Working Group expanded in late November to also include Stéphane Legault from the Association des bibliothèques publiques du Québec (ABPQ).

This *Final Proposal* is presented to the Canadian library association community and the CLA membership for decision. The proposal and its recommendations builds upon the agreement of the stakeholder representatives, seeks to address the community feedback as feasible, and highlights topics recommended for consideration by the new federation's future board, should we select this path forward.

Appendix C

Stakeholder Meeting Attendees

a. January 2015 Summit

Organization	Name	Title/Position
ASTED	Elise Boucher	Interim Executive Director
Atlantic Provinces Library Association (APLA)	Crystal Rose	President
Atlantic Provinces Library Association (APLA)	Lynn Somers	Vice President
British Columbia Library Association (BCLA)	Heather Buzzell	President
British Columbia Library Association (BCLA)	Annette DeFaveri	Executive Director
Canadian Association of Law Libraries (CALL)	Connie Crosby	Vice President
Canadian Association of Professional Academic Librarians (CAPAL)	Eva Revitt	Steering Committee
Canadian Association of Research Libraries (CARL)	Susan Haigh	Executive Director
Canadian Association of Research Libraries (CARL)	Gerald Beasley	President
Canadian Health Libraries Association (CHLA)	Lee-Anne Ufholz	President
Canadian Health Libraries Association (CHLA)	Jeanna Hough	Vice President
Canadian Research Knowledge Network (CRKN)	Clare Appavoo	Executive Director
Canadian Research Knowledge Network (CRKN)	Leslie Weir	Board Member
Canadian Urban Libraries Council (CULC)	Jefferson Gilbert	Executive Director
Canadian Urban Libraries Council (CULC)	Maureen Sawa	Chair

L'Association des bibliothécaires du Québec / Quebec Library Association (ABQLA)	Shannon Babcock	President
Library and Archives Canada (LAC)	Hilary Morgan	Director, Stakeholder Relations and International Affairs
Library Association of Alberta (LAA)	Karen Hildebrandt	President
Library Association of Alberta (LAA)	Christine Sheppard	Executive Director
Manitoba Library Association (MLA)	Camille Callison	President
Manitoba Library Association (MLA)	Alix-Rae Stefanko	Vice President
Newfoundland and Labrador Library Association (NLLA)	Amanda Tiller-Hackett	Vice President
Nova Scotia Library Association (NSLA)	Trecia Schell	President
Nunavut Library Association (NLA)	Ron Knowling	Representative
Ontario Library Association (OLA)	Shelagh Paterson	Executive Director
Ontario Library Association (OLA)	Todd Kyle	Vice President / President Elect
Saskatchewan Library Association (SLA)	Gwen Schmidt	President
Saskatchewan Library Association (SLA)	Judy Nicholson	Executive Director
The Canadian Council of Archives (CCA) (organizations)	Miriam McTiernan	Board Member
The Canadian Council of Archives (CCA) (organizations)	Christina Nichols	Executive Director
The Partnership	Su Clelye	Chair
Yukon Library Association (YLA)	Sarah Gallagher	Representative
Canadian Library Association	Marie DeYoung	President
Canadian Library Association	Sandra Singh	Vice President / President Elect
Canadian Library Association	Michael Ridley	Treasurer
Canadian Library Association	Pilar Martinez	Past-President
Canadian Library Association	Jane Scmidt	Councillor-at-Large
Canadian Library Association	Valoree McKay	Executive Director

b) June 2015 Stakeholder Meeting

Organization	Name	Position
Canadian Research Knowledge Network (CRKN)	Clare Appavoo	Executive Director
Library Association of Alberta (LAA)	Peter Bailey	Vice-President / President-Elect
Canadian Association of Research Libraries (CARL)	Gerald Beasley	President
Canadian Library Association (CLA)	Jim Bennett	Councillor-at-Large
ASTED	Elise Boucher	Interim Executive Director
Manitoba Library Association (MLA)	Camille Callison	President
The Partnership	Su Clelye	Chair
British Columbia Library Association (BCLA)	Annette DeFaveri	Executive Director
Canadian Library Association (CLA)	Marie DeYoung	President
Canadian Library Association (CLA)	Peggy D'Orsay	Councillor-at-Large
Canadian Urban Libraries Council (CULC)	Jefferson Gilbert	Executive Director
Canadian Association of Research Libraries (CARL)	Susan Haigh	Executive Director
Ontario Library Association (OLA)	Todd Kyle	Vice President / President Elect
Newfoundland and Labrador Library Association (NLLA)	Catherine Lawton	President
Canadian Library Association (CLA)	Pilar Martinez	Past-President
Canadian Library Association (CLA)	Valoree McKay	Executive Director
Library and Archives Canada (LAC)	Hilary Morgan	Director, Stakeholder Relations and International Affairs
Ontario Library Association (OLA)	Shelagh Paterson	Executive Director
Canadian Library Association (CLA)	Michael Ridley	Treasurer
Atlantic Provinces Library Association (APLA)	Crystal Rose	President
Canadian Urban Libraries Council (CULC)	Maureen Sawa	Chair

Nova Scotia Library Association (NSLA)	Trecia Schell	President
Canadian Library Association (CLA)	Jane Schmidt	Councillor-at-Large
Saskatchewan Library Association (SLA)	Gwen Schmidt	President
Canadian Library Association (CLA)	Sandra Singh	Vice-President / President-Elect Working Group Convenor
L'Association des bibliothécaires du Québec / Quebec Library Association (ABQLA)	Sonia Smith	President
Canadian Urban Libraries Council (CULC)	Paul Takala	Representative
Canadian Health Libraries Association (CHLA)	Lee-Anne Ufholz	President
Canadian Association of Law Libraries (CALL)	Jennifer Walker	Secretary
Canadian Research Knowledge Network (CRKN)	Leslie Weir	Board Member
Canadian Library Association (CLA)	Rosemary Bonanno	Vice-President Elect
Canadian Library Association (CLA)	Christina Hwang	Councillor-at-Large Elect

Appendix D

Library Associations in Canada
This is a preliminary list of library associations in Canada. It is possible that some library associations that are in place are not listed here. This list is just for information and does not suggest that associations not on this list are not eligible for membership in the Federation.

The list does not include all consortia and co-operatives operating in Canada; this does not signify that they are not eligible to be members of the Federation.

Name of Association	Acronym	Jurisdiction
The Alberta Association of Academic Libraries	AAAL	AB
Alberta Association of Library Technicians	AALT	AB
Alberta Library Trustees Association	ALTA	AB
Alberta Public Library Administrators' Council	APLAC	AB
Alberta Public Library Electronic Network (The Alberta Library)	APLEN (TAL)	AB
Alberta School Library Council	ASLC	AB
Association des bibliothèques publiques du Québec	ABPQ	QC
Association pour la promotion des services documentaires scolaires	APSDS	QC
Association for Media and Technology in Education in Canada	AMTEC	National
Association of British Columbia Public Library Directors	ABCPLD	BC
Association of Canadian Map Libraries	ACMLA	National
Association of Parliamentary Libraries in Canada	APLIC	National
Association of Professional Librarians of New Brunswick	APLNB	NB
Association of Records Managers & Administrators – Canada Region	ARMA	National
Association pour l'avancement des sciences et des techniques de la documentation	ASTED	National
Association professionnelle des techniciennes et techniciens en documentation du Québec	APTDQ	QC
Atlantic Provinces Library Association	APLA	NB, NS, PE, NL
The Bibliographical Society of Canada	BSC	National
Bibliothèque et Archives nationales du Québec	BAnQ	QC
British Columbia Libraries Cooperative	BCLC	BC
British Columbia Library Association	BCLA	BC
British Columbia Library Trustees Association	BCLTA	BC
British Columbia Teacher-Librarians' Library Association	BCTLA	BC
Canadian Association for Information Science	CAIS	National
Canadian Association of Law Libraries	CALL	National
Canadian Association of Music Libraries, Archives and Documentation	CAML	National
Canadian Association of Research Libraries	CARL	National
Canadian Health Libraries Association	CHLA	National
Canadiana.org		National
Canadian Library Association	CLA	National
Canadian Urban Libraries Council	CULC/CBUC	National
Centre for Equitable Library Access	CELA	National
Church Library Association of Ontario	CLAO	ON
Corporation des bibliothécaires professionels du Québec	CBPQ	QC
Council of Atlantic University Libraries	CAUL	NB, NS, PE, NL

Council of Post-Secondary Library Directors	CPSLD	BC
Council of Prairie and Pacific University Libraries	COPPUL	MB, SK, AB, BC
Ex Libris Association	ELA	National
Federal Libraries Coordination Secretariat	FLCS	National
Federation of Ontario Public Libraries	FOPL	ON
Foothills Library Association	FLA	AB (Calgary)
Friends of Canadian Libraries	FOCAL	National
Greater Edmonton Library Association	GELA	AB (Edmonton)
Halifax Library Association	HLA	NS
Heads of Libraries and Learning Resources	HLLR	ON
Health Libraries Association of British Columbia	HLABC	BC
Indexing Society of Canada	ISC	National
IslandLink Library Federation		BC
Kootenay Library Federation		BC
L'association des bibliothécaires du Québec	ABQLA	QC
Law Library Society of Yukon		YK
Library Services for Saskatchewan Aboriginal People	LSSAP	SK
Legal Information Society of Nova Scotia	LISNS	NS
Library and Archives Canada	LAC	National
Library Association of Alberta	LAA	AB
Library Association of the National Capital Region	LANCR	ON, QC
Library Boards Association of Nova Scotia	LBANS	NS
Manitoba Association of Health Information Providers	MAHIP	MB
Manitoba Association of Library Technicians	MALT	MB
Manitoba Library Association	MLA	MB
Manitoba Library Trustees' Association	MLTA	MB
Manitoba School Library Association	MSLA	MB
New Brunswick Library Trustees' Association, Inc.	NBLTA	NB
Newfoundland & Labrador Library Association	NLLA	NL
Newfoundland and Labrador Health Libraries Association	NLHLA	NL
Newfoundland and Labrador Teachers' Association. Learning Resources Council	LRC (NLTA)	NL
North Central Library Federation		BC
North Coast Library Federation (Northwest Library Federation)	NCLF (NWLF)	BC
North East Library Federation		BC
Northwest Territories Library Association	NWTLA	NT
Nova Scotia Library Association	NSLA	NS
Nova Scotia Association of Library Technicians	NSALT	NS
Nunavut Library Association	NLA	NU
Ontario Association of Library Technicians	OALT	ON
Ontario Colleges Library Services	OCLS	ON
Ontario Council of University Libraries	OCUL	ON
Ontario Health Libraries Association	OHLA	ON
Ontario Library Association	OLA	ON
Ontario College and University Library Association (Division of OLA)	OCULA	ON
Ontario Library and Information Technology Association (Division of OLA)	OLITA	ON
Ontario Library Boards' Association (Division of OLA)	OLBA	ON
Ontario Public Library Association (Division of OLA)	OPLA	ON
Ontario School Library Association (Division of OLA)	OSLA	ON
Association des bibliothèques de l'Ontario-Franco (Division of OLA)	ABO-Franco	ON
Ontario Public Health Libraries Association	OPHLA	ON

Ontario Teacher Education Library Association	OTELA	ON
Pacific Northwest Library Association	PNLA	AB, BC, USA
PEI Professional Librarians' Association	PEIPLA	PE
Provincial and Territorial Public Library Council	PTPLC	National
Réseau BIBLIO du Québec	RBQ	
Saskatchewan Association of Library Technicians	SALT	SK
Saskatchewan Health Libraries Association (a chapter of CHLA)	SHLA	SK
Saskatchewan Library Association	SLA	SK
Saskatchewan Library Trustees' Association	SLTA	SK
Saskatchewan School Library Association	SSLA	SK
Southern Alberta Health Libraries Association	SAHLA	AB
Southern Ontario Library Services	SOLS	ON
Special Libraries Association (Western Canada, Eastern Canada, Toronto)	SLA	National
Toronto Association of Law Libraries	TALL	ON
Vancouver Association of Law Libraries	VALL	BC
Yukon Library Association	YLA	YT
Yukon Teacher - Librarian Association (Sub-Association of Yukon Teachers Association)	YTLA	YT