

October 8, 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 one which would reinforce collaboration amongst the various library associations rather than compete with them.

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

Attached to this cover letter is the proposal entitled *Toward a Federation of Library Associations in Canada: Strengthening the national voice for Canadian libraries*. We ask you to review the proposal in detail, from the first section through to the final remarks. The order is important because the rationale for change is so compelling. Doing nothing is not an option if we want to have a strong national voice for libraries.

Over the next few weeks, the stakeholder associations -- including CLA -- will be sending out member surveys to solicit input about the proposal. Please take the time to answer these surveys. The information we gather will be critical for determining any future revisions and next steps.

We, the Working Group, are excited by the prospect of a truly national voice for libraries - one that embraces a broader range of colleagues across the country and strengthens the community. 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

Revised Proposal

October 2, 2015

Working Group Members:

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
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

I. Executive Summary

Over the past 68 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 a new organization becomes the voice of a unified and coordinated Canadian library community, while still enabling the participation of a broad range of stakeholders.

This paper discusses the current societal and library sector contexts for CLA as a national association. It 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 will be consulted on the proposal during the fall of 2015 and a decision will be made at the end of December 2015 as to whether the proposal should be brought to a vote of CLA members in early 2016.

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. 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.¹

¹ 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.*
- *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 A.3* 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;
- 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.

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.

ii. Response to Feedback

In response to the feedback, the enclosed proposal seeks 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.

E. CURRENT PROPOSAL

This *Revised Proposal* is presented to the Canadian library community for discussion and consideration. The proposal and its recommendations builds upon the agreement of the stakeholder representatives, seeks to address the early community feedback, and highlights topics recommended for consideration by the new Federation's future Board, should we select this path forward.

III. The Proposed New Federation

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.*

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 evolved by the Federation Board.

Our organization will do the following where there are national 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, standards, statements).
- 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.
- 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 from 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.

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.

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.)

i. Measuring success

A critical question is how will this federation measure success in year one? The Working Group notes that the start-up years 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
- Establishment of Board governance policies and tools.

C. FILTER/LENSES

The new organization 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 new organization 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 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 (“The Federation”): only a library-related association or a consortium or federation of library-related associations or libraries can be a member of the Federation.
- The association will only have one membership type/class: *Association*. All memberships will fall into this type/class of member.
- 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

- 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.

- The Board will have nine to twelve members. The Board’s role is to:
 - Set the strategic direction and oversee the finances of the Federation

- Oversee financial and operational compliance

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

- The Federation Board membership will have the following composition:
 - 7 members who each are a Board member of a multi-sector provincial association 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).
 - 2 members: one representative from each of CARL/CKRN and CULC.
 - 1 member-at-large who is of Francophone heritage and who is a member of a member association
 - 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.²

“Multi-sector associations” is 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. Associations within a province or across a geographic region may agree to work together to endorse a candidate for that region or province.

The CULC and CARL/CKRN 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.).

- The Board will elect a chair, vice chair, treasurer, etc.
- Annually, the Board will engage member associations in a discussion about emerging and urgent policy issues. 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. Once priorities are identified, the Board will then plan accordingly.

² 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 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 have arisen.

iii. Individual engagement in the recommended Federation

Despite a change in the national organization's funding and governance structure, 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 Federation 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.

The 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 make sure 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). The 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.

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. As a newly forming federation it is important that a new federation 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 will 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 member 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 abandoned. Instead federation success and goals need to be achieved through collaboration and collective action. Member partners agree on the shared objectives of the federation and assume shared interest in achieving the 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 member partners' 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 a 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 more 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 but 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 new Federation include:

- establishment of a national Key Performance Indicators (KPI)/metrics program
- 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 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 new 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
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/CRKN, the targets attempt to align with association size, scope and financial capacity (and represent approximately 5% of their operating budgets). For others, the targets were less empirically based but attempted to reflect realistic contribution levels given the sector.

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 association 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.

Coordinating the contributions of individual institutions will be complex. CARL and CRKN collectively represent all the university libraries and will jointly coordinate meeting their target. While college libraries do not have a national association, they can be approached 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 not affiliated at all. It will be important to coordinate how and through whom they financially contribute to the Federation. Groups like FOPL (Federation of Public Libraries) in Ontario can assist with this.

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.

Some groups (e.g., library technicians, library trustees, others) have provincial associations separate from the provincial/territorial library associations. Where there are such associations it may be prudent for the provincial/territorial associations to coordinate the involvement of these groups by establishing contacts if none already exist.

School libraries are a complex sector to engage. Informal networks like the CLA school network or Treasure Mountain Canada will help galvanize the community. However, school library funding is often determined by individual boards or even individual schools. While the Task Group believes the willingness to contribute exists, managing the actual receipt of funds may be difficult.

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 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.

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 or, when feasible, leverage the strengths of all parties (e.g., the Federation will not offer professional development sessions beyond its scope and/or may 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 should 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)

Accordingly, this *Revised 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 from 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 for the Board.

IV. Benefits of 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 proposed 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 proposed 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;
- Provides an opportunity for strong representation in a partnership table that builds sector strength at a national level.
- 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 association or national institutional 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.

V. Next Steps

A. FEEDBACK THROUGH CONSULTATION

This revised proposal is being presented to the library community in October 2015. From mid-October through mid-November, CLA and partners in this work will seek feedback from the Canadian library community through surveys. Some associations may also wish to engage their members in dialogue and submit feedback to the Working Group to inform any final revisions.

The consultation framework will be finalized in early October and more information about when and how to provide feedback will be shared through stakeholder associations and CLA communication channels.

B. REVISING THE PROPOSAL

The feedback will be collocated and reviewed throughout late November and any further revisions to the proposal arising from the feedback will be undertaken in December 2015. The goal is to have a final proposal ready for early January 2016.

C. DECISION-MAKING

Confirmation will be needed from the stakeholder associations that they are in support of a federation. Should this occur, CLA will call a vote of its membership with regards to adopting the proposal. We would plan to have this vote in late January 2016. The process will be confirmed in late October 2015.

If the proposal is approved, CLA will work with partners to establish the new Federation and a provisional Board, and will move to transition existing CLA assets to the new Federation in the spring of 2016. A detailed timeline will need to be developed to ensure that all necessary operational and administrative details are considered and appropriate actions taken.

D. 2016 ANNUAL CONFERENCE

CLA will plan to hold a national gathering in Ottawa in 2016. If the membership approves the proposal, 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 national Federation to the library community members present.

VI. Final Remarks

For the past 68 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.1 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 (Chair, Su Clelye)	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 Schmidt	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 (Chair, Su Clelye)	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