

## Alberta Library Trustees Association

**Vision:** Effective Library Board Trustees providing leadership for great community library services to all Albertans.

**Mission:** ALTA is the collective voice for library trustees. ALTA builds trustee capacity through education, leadership, communication, partnerships and collaboration.

**Belief Statement:** The Alberta Library Trustees Association believes that library services are essential to the quality and standard of life of Albertans and vital to the education, social and cultural development of the province.

### **2013 – 2016 Strategic Priorities:**

- 1. ALTA is a credible, trusted, respected and unified voice for Library Trustees.**
  - a. ALTA is adequately supported and sustainable.*
  - b. ALTA supports unified voice for all library trustees with a clear vision, mission and associated policies.*
  - c. ALTA is a respected, high performing organization with a stable staff and a strong and diverse Board.*
- 2. Library Trustees have access to information & education they need to be effective.**
  - a. Needs assessment to identify and develop a diverse educational model
  - b. Investigate how partnerships and collaborations can help fulfil the educational needs
  - c. Develop strong advocacy practices
  - d. Develop a base of core trainers and presenters to deliver the necessary skills and knowledge
- 3. ALTA is a hub of resources and a forum for Visionary thinking both Provincially and Nationally.**
  - a. Environmental Scan & Summary Report – Local, National, International*
  - b. Identify and link with Trustee organizations in Canada*
  - c. Communities of Practice based on size (Convene a visionary pre-conference session, Creating a speaker series, Portal for member resources)*

### **Organizational Structure:**

#### **BOARD**

- Finance and Personnel** Committee (Deirdre)
    - Fund Development** Committee (President & VP)
      - Marketing and Communications** Committee (Laura)
        - Education** Committee (Diane)
          - Policy Review** Committee (Stuart)
- + Ad Hoc: Trustee Re-engagement

## Key Messages out of the Planning Retreat:

- **ALTA has a clearer vision** (synergy/all on the same page): a road map for our future
  - **Value of an annual planning retreat** (connecting/face-to-face)
  - **How ALTA Board should meet:** Every 2 months the Board meets (videoconferencing), with 2 times/year face-to-face: AGM and annual retreat (both entire Board). Every other month should be committee meetings (teleconference). Both are the 3<sup>rd</sup> Thursday of every month.
- ↳ **Boatload of work to do!** We have unstable funding and a part-time Executive Director. We risk losing momentum. *We will need to be mindful of managing that risk and further prioritize the work that needs to be done.*

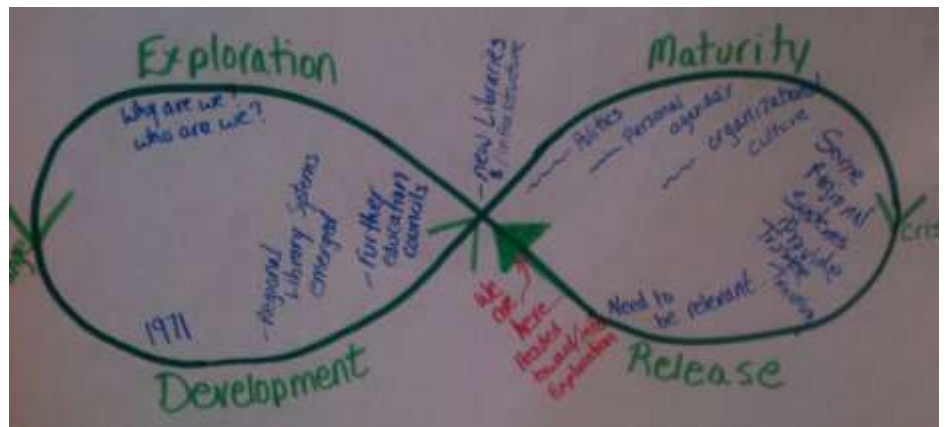
## Background Discussions to inform Framework Statements:

### Why ALTA?

- Questions... curious (what is it? Role of ALTA?)
- What to do? Lost direction
- Love libraries!
- Libraries for people with needs
- Community involvement
- New Board (no guidelines, no continuity)
- Support to Trustees
- Cohesiveness to Boards
- Collaboration among Boards
- Believe in the strength of 'Industry Support Groups'

### Eco-Cycle of Change:

- + Want to be exceptionally relevant (Exploration phase)
- + Crisis = 2010/2011
- + Release has been the past 2 years
  - We are further ahead
- + Managing in a time of change vs. Governing in a time of change  
(office still experiencing a sense of crisis/release)



## ALTA's Past:

Significant Historical ALTA Facts	External Factors impacting ALTA
<p><b>1971 ALTA formed:</b></p> <ul style="list-style-type: none"> <li>• Staffed by volunteers</li> <li>• Calgary based (southern Alberta initiators)</li> <li>• Member funded</li> <li>• Support for Libraries in RURAL communities</li> <li>• Education of Trustees</li> <li>• Cohesiveness to Boards</li> <li>• Association with LAA for Annual Libraries Conference</li> <li>• Mary Lemessier → greater support to Libraries</li> <li>• Collaboration among Boards</li> <li>• Boards carrying heavier responsibilities (<i>new buildings, expanding programs, more staff</i>)</li> <li>• <i>Library Boards needing to work with newly forming Adult Learning Councils</i></li> </ul> <p>• moved to Edmonton</p> <p>• Seeking GOA support (Edmonton hub of GOA activity)</p> <p><b>2008 staff hired</b></p> <ul style="list-style-type: none"> <li>• Continued member funded</li> <li>• Long standing challenge = enough \$ to operate</li> </ul> <p><b>Downward trend since:</b></p> <ul style="list-style-type: none"> <li>• High turnover of staff and board members (no continuity)</li> <li>• Dysfunction (<i>power struggles in the past, personal agendas, political gain seekers</i>)</li> <li>• Lack of experience</li> <li>• Reputation of not being easily approached</li> </ul>	<ul style="list-style-type: none"> <li>⇨ 1907: <b>Alberta Libraries Act</b></li> <li>⇨ 1960's <b>LAA</b> formed</li> <li>⇨ 1964: (Alberta's Centennial Year) = Centennial Grant money = many new libraries in new buildings</li> <li>⇨ 1970's: <b>Growth of Libraries</b></li> <li>⇨ <i>MORE basement Libraries moving out and into new buildings!</i></li> <li>⇨ <i>Increasing <b>professionalism</b> of Library services (more staff, fewer volunteers)</i></li> <li>⇨ <b>Library Act updated</b> with more responsibility/ independence of local library Boards</li> <li>⇨ 1975: <b>Community Adult Learning Councils</b> started</li> <li>⇨ 1959 – 1992: <b>Regional Library Systems</b> formed and strengthened</li> <li>⇨ New technologies</li> <li>⇨ Teleconferencing equipment in libraries</li> <li>⇨ Increasing complexity for Library Trustees to govern</li> <li>⇨ Some Regional Systems providing Trustee training and support to Trustees</li> </ul>

## What are trends affecting ALTA and the people we serve?

Horizon Trends (6-8 years)	Emerging Trends (3-5 years)	Existing Trends	Disappearing Trends
		<ul style="list-style-type: none"> <li>◆ Geography (large areas)</li> <li>◆ Changed Ministry (3 years Sept) = impact on ALTA</li> <li>◆ Board Turnover/Staff Turnover/Staff &amp; Board Turnover</li> <li>◆ Funding Operating &amp; Programming</li> <li>◆ Policy</li> <li>◆ ED needs contract</li> <li>◆ Need increase staff hours (ED) – <i>currently only 21hrs/wk</i> <ul style="list-style-type: none"> <li>◆ <i>Board roles and responsibilities</i></li> <li>◆ <i>Need a sustainable model of service to library Trustees</i></li> <li>◆ <i>ALTA role</i></li> <li>◆ <i>Lack of clear ALTA direction</i></li> <li>◆ <i>Loss of identity to some Regional Boards</i></li> <li>◆ <i>Direction/Goal/Purpose</i></li> <li>◆ <i>Redundancy (overlap of Gov't and ALTA services)</i> <ul style="list-style-type: none"> <li>◆ Education</li> <li>◆ Not accessing available Trustee Education resources</li> <li>◆ Lack of Financial Literacy</li> <li>◆ Budgets – how to present to councils</li> <li>◆ Advocacy on behalf of Libraries to Councils</li> <li>◆ Represent our Board to councils</li> <li>◆ Trustee education to expand (many topics instead of 2 topics)</li> </ul> </li> </ul> </li> </ul>	
	<ul style="list-style-type: none"> <li>◆ Results Based Budgeting</li> <li>◆ E-books (digital environment)</li> <li>◆ Information sharing</li> <li>◆ Relationship building with Regions</li> <li>◆ Committees: <i>become recruitment for Board positions/define, improve - not all Board members</i></li> </ul>		
	<ul style="list-style-type: none"> <li>◆ Partnership with others</li> <li>◆ Collaboration (Gov't &amp; Local Funding)</li> <li>◆ Cooperation with other funding bodies</li> <li>◆ Collaboration opportunities for like sized libraries</li> <li>◆ Continuity – succession planning, legacy</li> </ul>		
	<ul style="list-style-type: none"> <li>◆ ALTA Reputation</li> <li>◆ Need to sell ourselves</li> </ul>		<ul style="list-style-type: none"> <li>◆ Need Librarians calling ALTA re: database challenges to disappear!</li> <li>◆ Remembering History</li> <li>◆ Trustee Education (<i>moving to website vs. visitations</i>)</li> <li>◆ Personal agendas</li> </ul>

**Undercurrents:** Membership (*value for membership*) ~~~~~

Apathy (*commitment – staff/volunteers*) ~~~~~

Time pressures for Trustees ~~~~~

Team work ~~~~~

Unstable Funding (*Gov't Direction, Funding uncertainty, lack resources for Board*) ~~~~~

**What does this context reveal we need to keep in mind as we set direction and name priorities?**

- = Not much on the Horizon
- = Need to make ourselves relevant in order to have a future
- = Looking at what other Provinces are doing (Canadian Library Association)
- = Need to retain & build (*expand education services*)
- = Adapting/changing
- = Little disappearing
- = Many factors we can't control = "Risk Management" to minimize impact...
- = Importance of representing regions... do we effectively?
- = + representing Albertans
- = Voice of Library Trustees

**VISIONING: 2025, What is different because of ALTA?**

<b>ALTA is a credible, trusted, respected and unified voice for Library Trustees.</b>			<b>Library Trustees have access to information &amp; education they need to be effective.</b>	<b>ALTA is a hub of resources and a forum for Visionary thinking both Provincially and Nationally.</b>
<i>ALTA is adequately supported and sustainable.</i>	<i>ALTA supports unified voice for all library trustees with a clear vision, mission and associated policies.</i>	<i>ALTA is a respected, high performing organization with a stable staff and a strong and diverse Board.</i>		
<ul style="list-style-type: none"> <li>• Sustainable Funding</li> <li>• Enshrined within Library Act</li> </ul> <p>?? "Library Act" vs. "Independence": + <b>need to enable all of the Library community in Alberta to work together – understanding each other's roles!</b> + Relationship to the Province? Where is ALTA best embedded to be sustainable?</p>	<ul style="list-style-type: none"> <li>• Unified voice for Trustee issues</li> <li>• One Voice</li> <li>• One Provincial Funder</li> <li>• All Trustees inclusive</li> <li>• One policy</li> <li>• One Mission Statement</li> <li>• One Vision</li> </ul>	<ul style="list-style-type: none"> <li>• ALTA is a high performing Board</li> <li>• ALTA has a full service office</li> <li>• Continuity of staff</li> <li>• ALTA BD min 3 yr term, max 3 yr (<i>consecutive</i>) term limit = continuity on the Board</li> <li>• Transfer positions, desirable docs, to community library profile</li> <li>• Leaders in attracting all generations to Trusteeship</li> </ul>	<ul style="list-style-type: none"> <li>• Sustainable Education Model – all levels</li> <li>• Increased library memberships due to trustee advocacy initiatives</li> <li>• Trustees enabled to have policies that increase traffic in all libraries</li> <li>• ALTA members are leaders in enabling persons with life challenges (encouraging libraries as all inclusive)</li> <li>• Professional Development for Trustees enabled</li> <li>• Trustees are strong advocates to councils</li> <li>• Trustees enabled to lead toward "one-stop" libraries</li> <li>• ALTA enables Trustees to be effective</li> <li>• Trustees have equal footing &amp; knowledge of their responsibilities</li> <li>• Trustees are educated advocates</li> <li>• Community Partnerships</li> <li>• Trustees encourage alternate funding sources (<i>grants, donation policies, establishing friends</i>)</li> <li>• Leading advocacy for funding</li> </ul>	<ul style="list-style-type: none"> <li>• Hub for the sharing of resources and ideas</li> <li>• National Association</li> <li>• ALTA as a mini think tank</li> <li>• ALTA is supportive and forward thinking for libraries</li> </ul>

## Action Plan Brainstorming:

<b>Goal: ALTA is a credible, trusted, respected and unified voice for Library Trustees.</b>						
<b>Strategy</b>	<b>Activities</b>	<b>Who</b>	<b>By When</b>	<b>With What</b>	<b>Result</b>	
<i>ALTA is adequately supported and sustainable.</i>	<ul style="list-style-type: none"> <li>Approach GOA to be recognized (build in funding model)</li> </ul>	<ul style="list-style-type: none"> <li>Board</li> </ul>	<ul style="list-style-type: none"> <li>July 2013 &amp; ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Minister of Municipal Affairs</li> </ul>	<ul style="list-style-type: none"> <li>✓ <i>Recognized in Library Act</i></li> <li>✓ <i>\$\$</i></li> </ul>	
	<ul style="list-style-type: none"> <li>Ask for sponsorship from Business (identify potential business partners)</li> </ul>	<ul style="list-style-type: none"> <li>Board</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing (target 2014)</li> </ul>	<ul style="list-style-type: none"> <li>Can we provide tax receipt?</li> <li>Community officers from different companies</li> </ul>		
	<ul style="list-style-type: none"> <li>Apply for grants</li> </ul>	<ul style="list-style-type: none"> <li>ED</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>		
<i>ALTA supports unified voice for all library trustees with a clear vision, mission and associated policies.</i>	<ul style="list-style-type: none"> <li>Develop plan for local presence by ALTA Board</li> </ul>	<ul style="list-style-type: none"> <li>Board members</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>With individual Library Boards</li> </ul>	<ul style="list-style-type: none"> <li>✓ <i>Buy in</i></li> </ul>	
	<ul style="list-style-type: none"> <li>Present to Libraries, Municipalities</li> </ul>	<ul style="list-style-type: none"> <li>CEO &amp; Board devise presentation</li> </ul>				
	<ul style="list-style-type: none"> <li>Same message (Speaking Notes)</li> </ul>					
	<ul style="list-style-type: none"> <li>AGM, trustee forum</li> </ul>					
	<ul style="list-style-type: none"> <li>Ask for feedback</li> </ul>					
<i>ALTA is a respected, high performing organization with a stable staff and a strong and diverse Board.</i>	<ul style="list-style-type: none"> <li>Stabilize staff</li> </ul>	<ul style="list-style-type: none"> <li>Offer contract</li> <li>Affordable office space (<i>check with gov't re available space</i>)</li> </ul>	<ul style="list-style-type: none"> <li>Board (Chair &amp; exec members)</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Depends on funding</li> </ul>	<ul style="list-style-type: none"> <li>✓ <i>Continuity</i></li> <li>✓ <i>Credibility</i></li> <li>✓ <i>Succession</i></li> <li>✓ <i>Direction going forward</i></li> </ul>
	<ul style="list-style-type: none"> <li>Strengthen Board</li> </ul>	<ul style="list-style-type: none"> <li>Change system of Board (<i>election and term of office</i>)</li> <li>Policy</li> </ul>	<ul style="list-style-type: none"> <li>Board member</li> <li>Board and staff</li> </ul>	<ul style="list-style-type: none"> <li>Plan to introduce change 2014</li> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>All trustee involvement (<i>dissimilate to all trustees</i>)</li> </ul>	

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<b>Strategy</b>	<b>Activities</b>	<b>Who</b>	<b>By When</b>	<b>With What</b>	<b>Result</b>
<i>Needs assessment to identify and develop a diverse educational model</i>	<ul style="list-style-type: none"> <li>Trustee engagement survey</li> <li>Trustee forums</li> <li>Get feedback from regional board meetings</li> <li>Online feedback</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	
<i>Investigate how partnerships and collaborations can help fulfil the educational needs</i>	<ul style="list-style-type: none"> <li>Investigate existing governance education models</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	
<i>Develop strong advocacy practices</i>	<ul style="list-style-type: none"> <li>Review and revise existing advocacy handbook</li> <li>Update strategies as to needs</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	
<i>Develop a base of core trainers and presenters to deliver the necessary skills and knowledge</i>	<ul style="list-style-type: none"> <li>Once models are in place we solicit support of the necessary personnel</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	

<b>Goal: ALTA is a hub of resources and a forum for Visionary thinking both Provincially and Nationally.</b>					
<b>Strategy</b>	<b>Activities</b>	<b>Who</b>	<b>By When</b>	<b>With What</b>	<b>Result</b>
<i>Environmental Scan &amp; Summary Report – Local, National, International</i>	• Google search & follow up	• Summer Student	•	•	✓ <i>Useful Resources for Trustees</i>
	• Contact with key trustee organizations for information sharing	• ED	•	•	✓ <i>Partnerships &amp; relationships</i>
	• Summary Report	• Contract	•	•	✓ <i>Raising ALTA profile</i>
	• Survey of Trustees	• Trustee Engagement	•	•	✓ <i>Leadership on emerging issues</i>
	• Seek out presentation opportunities	• ED and Board	•	•	
<i>Identify and link with Trustee organizations in Canada</i>	• Sending Board members or ALTA staff to other conferences (OLC)	•	•	•	✓ <i>Best and promising practices</i> ✓ <i>Ongoing visionary group</i>
<i>Communities of Practice based on size</i> + <i>Convene a visionary pre-conference session</i> + <i>Creating a speaker series</i> + <i>Portal for member resources</i>	• Monthly themed teleconference (small/medium/large)	• ED and Board	•	•	✓ <i>Enhancing trustee relationships with ALTA and each other</i>
	• ALC meeting space	• All Convenor	•	•	
	• Identify speakers	• ED, Board and members	•	•	✓ <i>Inspiring trustees</i>
	• Create schedule	• ED	•	•	
	• Looking for opportunities to share resources	• ED and Chair	•	•	
	• Website	• ED	•	•	

**+add to action plan:**

- Annual President's meeting with LAA (President ☐ President)
- Generating key messages back to Regional Systems, Branch and other key stakeholders (quarterly)
  - *Board members to provide Executive Director with schedule of Regional Board meetings.*