



To support and represent trustees in advancing public libraries

TO: The BCLTA Board of Directors
FROM: Babs Kelly, Executive Director
DATE: January 28, 2020
SUBJECT: Executive Director Report: December 29, 2019 to January 28, 2020

Purpose

The purpose of this document is to provide the BCLTA directors with a report of contracted staff work so that the directors can provide oversight, advisement, and course correction.

The document includes:

- Summary of work highlights (executive director and administrative assistant / bookkeeper)
- Dashboard of key actions and strategic alignment, risks and mitigation, and board direction required.

For board discussion:

- What did you read in my report that excited you about where we are as an organization? I'd like to hear what's important to you.
- What did you read that caused you concern or left you with further questions? I'd like the opportunity to provide any background or explanations or to elaborate for clarification.

Areas marked for board direction and decision in the board meeting agenda:

1. BCLTA Board Assessment

In 2019 the BCLTA Board of Directors decided to move to a more generative board assessment that would support more open discussion and ideas for BCLTA board engagement and development. The change in approach to board assessment has been part of a larger BCLTA culture shift that includes the BCLTA Convictions and the board's demonstrated commitment to delivering value to the members.

The ED recommends that the Board considers the 2019 Board and Director Survey for their 2020 Board and Director Assessment.

From 2019:

Dear Directors, this is your short and to the point 2019 Board and Director Survey!

Directors are asked to consider the following:

- * Individual director responsibility in regards to knowledge of the association, preparation for meetings, and participation in BCLTA governance and association initiatives.
- * Director roles and responsibilities for board engagement and board initiatives.
- * Establishing individual and group goals for Board work, such as board development or membership engagement.
- * Director and Board working relationships with the ED.

Important!!

1. The survey opened on March 13th and will close on March 22nd.
2. The survey is anonymous and the administrator cannot see participant email addresses in this survey.
3. Please refrain from singling out individual Directors or staff.
4. This is not the appropriate forum for discussing staff work and contracts.
5. Please be concise, and where possible use bullet points, as the responses will be shared out verbatim.

Survey Questions:

- In the past 12 months describe your engagement as a BCLTA director.
- What inspires you to be engaged?
- What is working, what needs to be kept, and what needs to be changed?

Summary of Staff Work

Please note that current and upcoming ED work is aligned with the BCLTA Strategic Framework. Direct services to the members (inquiries, website resources, the *Bulletin*), the 2020 AGM and Forum, the BC Libraries Conference, management of BCLTA Governance Workshops and Workbook, Partners advocacy work, and emerging initiatives with partners and funders, account for all available ED hours until June 2020. Any further work and Board direction will require priority adjustments.

2020 Forum and AGM

- Forum keynote, Alvin Schrader, is confirmed and announced
- Registration opens in early February - \$150 per attendee
- BCLTA is providing the venue (savings of ~\$1,500 for BCLTA) and BCLTA will pay for tech equipment/support and catering
- The Forum outline will be finalized and posted by February 2nd and registration will open in mid February.

ED's draft outline:

8:30 - Check in and Coffee

9:00 - Territorial Acknowledgements and Welcome

9:30 - Key Note with Dr. Alvin Schrader

10:15 - Break

10:30 - Trustee Reflections on Media and Letters to the Board: ORL and DQST with Erin Carlson

10:45 - Round Table Discussions

11:45 - AGM Call to Order

noon - Lunch and AGM

1:15 - President Reconvenes the Forum
1:20 - BC Human Rights Commission (speaker to be confirmed)
1:50 Trustee Reflections on Facilitating an Emerging Conversation: GVPL Board Retreat and Freedom of Expression with Elysia Glover
2:00 - Break
2:10 - Room Rental Policies: The mechanics of reviewing, updating, and applying. (VPL and PRPL session title tbc)
2:30 - Round Table Discussions
3:00 - Refreshments
3:15 - Round Table Discussions Reports
3:40 - Forum Closing

2020 BCLTA Re-organization

- The ED has had many inquiries. Formal applications will soon be arriving.
- The ED sent an update to the members due to the amount of email expressing concern with change in ED.

2020 BC Libraries Conference

- The BCLTA ED and the ABCPLD ED are developing a full day of sessions with a governance focus
- The details of the day will be finalized by the end of January and will be sent to the directors once they are available through the BC Libraries Conference website. The ED is pleased to share the following draft of the day:

Session 1: 9 to 10:15 - Ginger Gosnell-Myer, Decolonization Strategist + Bridge Builder / How a commitment to Reconciliation became a pathway to Innovation and Justice / Q&A and facilitated discussion

Session 2: 10:45 to noon - "Public Libraries: The why and how for public libraries as spaces for democratic action" / lightning talks focused on the shared leadership responsibilities of the governance team (board and library director) / table poster sessions and report outs

Session 3: 1:30 to 2:15 - "Public Libraries: Governance, action and resilient communities" / panel / facilitated participation and discussion - includes Mike Gagel and PGPL Library Director Paul Burry!

Session 4: 2:45 to 3:30 - Public Libraries: Governance teams and where it all begins - the Library Act / Ministry of Education presentation on the Accountability Framework for the Act / facilitated Q&A / end the day with some creative fun.

BCLTA Governance Workshop Pilot Project

- The ED is working on scheduling the spring workshops with hosts (library federations and individual libraries)
- The ED has applied for funding from the Ministry of Education. Mari Martin, the Director of the Libraries Branch is enthusiastically supportive of the pilot project. We will not know of possible funding until the late spring of 2020. Funding letter attached to end of ED report.

BCLTA Governance Workshop: On Demand and Customized

- The ED did a soft-launch of this concept in the fall of 2019 with Smithers PL (October) and Powell River PL (November). Both were very successful and the next workshop is with Surrey Libraries on February 29th. These workshops are developed and delivered within Bab's contract hours the costs of travel and accommodation are easily covered by the workshop fees..

BCLTA Governance Leadership: Chairing and Leading

- BCLTA members asked BCLTA to develop and deliver a BCLTA chairing the board workshop for board chairs, incoming board chairs, and library directors.
- The first delivery of this workshop will take place on March 7th at North Van City Library and we are at full capacity with 20 registered and more emailing that they wanted to register. This is vastly different from our past 3 years working with Vantage Point. As this workshop is developed and delivered within Bab's contract hours the costs of travel and accommodation are easily covered by the workshop fees.
 - This is a four-hour workshop, developed and delivered by BCLTA for chairs, those interested in being chairs, and library directors
 - The fee is \$75 and a minimum of 10 participants is ideal
 - The host library or library federation will provide the venue and refreshments

BC Public Library Governance: A quick guide for trustees

- Was released in the January *Bulletin*
- This resource was completed in consultation with the Libraries Branch as a project to strengthen our working relationship and to convey the importance of trustee and board development to the Ministry. An estimated 40 hours of ED time was spent on this resource in order to include Libraries Branch consultation.

2020 Board Spring Review and Orientation

- The Richmond Public Library (Brighthouse Branch) Boardroom has been reserved for April 19th, 10:30am to 2:30pm
- Light lunch and refreshments will be provided
- All directors are expected to attend – plan for group photo for 2020 annual report
- The meeting has been included on the AGM page of the website and board nominees will be notified that if they are elected to the board this meeting they are expected to attend this meeting or to discuss their inability to attend with the Board Chair.

Advocacy and Outreach

- The Partners' sent a shared message to their memberships regarding the upcoming provincial budget lock-up and a final push on the \$20M in 2020 campaign
- Continued discussions with Mari Martin regarding funding for workshops, a letter from the Minister to boards/trustees (January 2020 BCLTA Board Meeting) and the possibility of the Ministry Counting Opinions Survey could include sharing results of trustee names with BCLTA (See 2019 AGM Resolution Regarding the Libraries Branch Annual Survey at <https://www.bclta.ca/wp-content/uploads/2019/04/2019-Resolution-Regarding-Counting-Opinions-and-Trustees.pdf>)
- Guest lectured, via Zoom, to a UBC MLIS class on January 22nd

Ongoing 2020 Planning & Staff Execution

- 2020/21 budget planning and management
- Website and *Bulletin* development
 - The website and *Bulletin* are ongoing work to bring resources, connections, and news (value) to the membership.
 - As with our expected lows on Bulletin openings and click-through, January has also had low numbers for Bulletin use (37.5% of subscribers) but the Bulletin went out late this month (waiting on Libraries Branch approval of the Quick

Guide) and the number of Bulletin openings is slowly increasing each day. We continue to receive very positive feedback on the content and style of the *Bulletin* which suggests that we should continue with this format and approach and to promote contributions and use.

- Use of website resources, such as the Discussion Starters and the Trustee Orientation Checklist is slowly increasing.
- Membership support
 - In addition to the monthly *Bulletin* and website and resource development, approximately 20 hours were spent in direct support of boards (emails and phone calls).
- Ongoing BCLTA board support and administrative assistant/bookkeeper work.
 - Membership invoices are in the process of being sent.
 - Signing Authority. We need additional directors and J. Thomas is working with Vancity to find a doable process for easily adding directors for signing authority in 2020
 - J. Thomas is also working on reconciling financial records, and the year-end work and the financial review with Quantum Accounting Services
- 2020 BCLTA Policy Review
 - Work to be scheduled for the summer of 2020 for a draft policy manual to be ready for the board's fall retreat

BCLTA Strategic Framework to 2025:
ED Work Report to January 28, 2020

Strategic Focus 1: Supporting Trustee and Board Development			
Goal 1	Actions	Risks and Mitigation	Board Direction Required
Expand reach of trustee orientation and board development resources.	<ul style="list-style-type: none"> Launched BCLTA Governance Workshop pilot, customized workshops and BCLTA Governance Leadership: Chairing and Leading 	On time, on budget, and community interest is on the rise.	None, at this time.
	<p><i>Public Library Governance: A quick guide for library trustees</i></p> <ul style="list-style-type: none"> ED drafted the document and then finalized in collaboration with the Libraries Branch, Ministry of Education 		None, at this time.
Goal 2	Actions	Risks and Mitigation	Board Direction Required
Strengthen partnerships and collaborations for shared trustee and staff professional development.	<ul style="list-style-type: none"> BCLA offered BCLTA a full day (Friday, April 17) of board focused sessions at the 2020 BC Library Conference. We accepted and included ABCPLD as partners for a 	Board awareness of staff resources. At this time, all of the work is within the association's capacity, but there is very little room for additional work or emerging opportunities.	None, at this time.

	day of governance team focused sessions.		
	<ul style="list-style-type: none"> • Collaborated with Mari Martin (Libraries Branch) on the Public Library Governance: A quick guide for library trustees • Ongoing discussions with Mari Martin regarding funding for the 2020 Governance Workshops • Applied and received funding (\$3,000) for the 2020 Forum • Upcoming meetings with library federation managers for scheduling workshops and an open invitation for other shared initiatives 	There may not be Ministry funding for BCLTA workshops in 2020. The board has decided to fund the 2020 costs of the pilot project from board reserves.	None, at this time.
	<ul style="list-style-type: none"> • Continued discussions with M. Martin regarding Minister letter for boards/trustees (January 2020 BCLTA Board meeting) and 2019 AGM resolutions regarding Libraries Branch Counting Opinions Survey and BCLTA. 		
	Ongoing communications and meetings with BCSTA staff, BCLTA ED, ABCPLD ED, Saskatchewan and Alberta library trustee association EDs, and federation managers.		None, at this time.

Strategic Focus 2: Representing Trustees and Boards

Goal 1	Actions	Risks and Mitigation	Board Direction Required
Strong and effective BC Public Library Partners.	Partner preparation for budget announcement.	<p>Best use of staff time / President provides oversight and support.</p> <p>Significant BCLTA staff time has been invested in the Partners work. Stepping back from coordinating meetings and record keeping and the UBCM will free up time for other BCLTA work.</p> <p>The time spent on developing and coordinating the Partners has hugely benefitted BCLTA (board and members) in amplifying trustee voices to the ministry and library community; in increasing BCLTA capacity and impact; and in strengthening BCLTA's reputation with the other associations and library leaders.</p>	Ongoing oversight and advisement re/ use of staff time to ensure the building of a strong and effective Partners and that work benefits membership.
Goal 2	Actions	Risks and Mitigation	Board Direction Required
Successful advocacy strategy	<p>\$20 Million in 2020 campaign.</p> <p>While the total amount of letters is not huge and given that letter writing campaigns are the least complex of advocacy actions, this campaign is of significant success in that the BC public library community has a cohesive & consistent message successfully used across the province and across library types; the momentum has continued; it was</p>		Ongoing oversight and direction regarding BCLTA and advocacy.

	<p>adaptable to our UBCM trade show presence; and it has been noticed by the Ministry of Education and Minister C. James.</p> <p>The Library Partners' video (see video on \$20M in 2020 page) directly informed the Ministry of Education's strategic plan for public libraries.</p> <p>Next Partners' step is preparation for the 2020 provincial budget</p>		
	<p>Ongoing communications with ADM McCrea, including through her advisory group, to convey the value of boards and the support of governance across the province.</p> <p>The ADM has been invited to the Forum. (email invite attached to ED report)</p>		Direction on the vision/commitment statement in February's meeting agenda.
Goal 3	Actions	Risks and Mitigation	Board Direction Required
<p>Reliable and effective provincial support for the advancement of public libraries across the province</p>	<p>Regular Public Libraries Advisory Group – PLAG. These are the ADMs operational meetings and the BCLTA ED attends these. The most recent PLAG meeting (January 21st) was further review of the Ministry of Education's strategic plan for public libraries.</p>	<p>Balancing a working partnership & funding with Ministry staff & need to represent membership needs to elected officials and other areas of government.</p> <p>Importance of expanding partner and fund opportunities.</p> <p>We were told in December that the Ministry of Education's strategic plan for public libraries was to be ready for</p>	<p>Future Board direction regarding the Public Libraries Advisory Group – PLAG ToR (Ministry plans to have finalized in early 2020)</p>

		<p>BCLTA board review in January. The ADM now says that there will not be a draft of the Ministry's strategic plan for BCLTA board review.</p> <p>The PLAG ToR was to come to board for advisement in the spring of 2019. Changes in Ministry structure have put this and the Libraries Branch strategic plan update behind schedule.</p>	
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Strategic Focus 3: Connecting with Trustees and Boards			
Goal 1	Actions	Risks and Mitigation	Board Direction Required
<p>Meet trustees and boards where they live and work.</p>	<p>Developing improved access to BCLTA Governance Workshops (3 different workshops for 2020)</p> <p>Responding to ongoing requests for information and support.</p> <p>Developing resources (Quick Guide).</p> <p>The ED spends between 20 and 30 hours each month in direct support (emails and phone calls) with trustees and boards.</p> <p>2019 Libraries Branch funding for TOP was directed at greater ED involvement with the ongoing development and delivery of TOP. These funds have been used for outreach and travel and for the development and</p>	<p>There may not be Ministry funding for BCLTA workshops in 2020. The board has decided to fund the 2020 costs of the pilot project from board reserves.</p>	<p>Ongoing oversight and advisement re/ use of staff time to ensure benefitting membership.</p>

	updating of resources (workbook, slides, facilitator checklist and governance guide). 2019 Funding Report (submitted January 15 th , attached at end of ED report)		
Goal 2	Actions	Risks and Mitigation	Board Direction Required
Strengthen communication with trustees and the BC public library community	<p>Monthly <i>Bulletin</i>, responsive staff, outreach for TOP, <i>Bulletin</i> content, and events.</p> <p>Increased <i>Bulletin</i> subscription, <i>Bulletin</i> openings and click-through, and website use.</p> <p>Guest lectured, via Zoom, to a UBC MLIS class on January 22nd.</p>	Staff capacity / less time spent on BCLTA board reports and development.	<p>The Directors may want to start thinking about BCLTA board development and bring forward ideas for the April 19th meeting and orientation.</p> <p>While staff focus on membership needs are there director roles for focusing on BCLTA internal board development and communications, such as a BCLTA board development/governance committee?</p>

Letter from M. Gagel, Inviting Minister Fleming to the BCLTA Forum (January 25, 2020)

BC Library Trustees Association
108-9865 140th Street
Surrey, BC, V3T 4M4

January 22, 2020

The Honourable Rob Fleming
Minister of Education
P.O. Box 9045, Stn. Prov. Govt.
Victoria, BC V8W 9E2

via email

RE: Invitation to the BC Library Trustees Annual General Meeting and Forum

Dear Minister Fleming,

The BC Library Trustees Association (BCLTA) is holding our Annual General Meeting and Forum in Richmond on Saturday April 18th and we would be honoured to have you attend as our guest.

This event is a time when public library trustees gather to learn, share experiences and expertise, and contribute to the direction of their association. This year the theme for the Forum is “Governance and Intellectual Freedom.” The keynote will be delivered by Dr. Alvin M. Schrader, who is a nationally recognized leader in the research for libraries, intellectual freedom, and sexual minority rights.

BCLTA represents and supports BC’s 69 public library boards. These volunteer boards operate in accordance with the *Library Act*, administered by your Ministry, and provide the strategic direction and oversight of public libraries as fee-free, inclusive spaces for

learning, connecting, and developing community. Our annual gathering recognizes the work of public library boards and trustees and the difference they make in the communities they serve.

It would be wonderful to have you at this event to meet trustees and to let them know the provincial government appreciates their work and the work of their libraries in making life in BC more affordable, in supporting access to services that people count on, and in building strong, sustainable and innovative communities for everyone.

We hope that if you can attend the day, or a portion of the day, that you would consider providing brief words of appreciation and encouragement to the trustees.

The agenda to the Forum will be finalized at the end of January and the BCLTA Executive Director, Babs Kelly is available to answer any questions that you may have about the day.

Sincerely,



Mike Gagel
President, BC Library Trustees Association

cc: Board of Directors, BCLTA
Assistant Deputy Minister, Jennifer McCrea
BCLTA Executive Director, Babs Kelly

Email Inviting ADM McCrea to the BCLTA Forum (January 22, 2020)

Hi Jennifer,

Our work with the Ministry of Education, such as having you participate in the BCLTA Board retreat last September, is of importance to BCLTA. Working together we are building a shared understanding of the role of public library boards and the value they bring to their communities and to the ongoing development of public libraries across BC.

On behalf of the BCLTA Board of Directors, I invite you our April 18th AGM and Forum being held in Richmond. We would be delighted if you could spend the day with us and the nearly 100 trustees and library directors who will be attending. This is a unique opportunity for you to meet and talk with public library leaders and champions from across the province and for them to meet you in person and experience your commitment to the success of BC public libraries. The day includes presentations, round-table discussions, and the sharing of food and stories.

The outline of the day is just being finalized and will be posted to our website by the end of this month. I know that you are currently away travelling and so I will follow up with you regarding this in early February.

Kind regards,

Babs

BCLTA 2019 TOP Funding Report from B. Kelly to M. Martin



To support and represent trustees in advancing public libraries

January 15, 2020

BC Library Trustees Association
108-9865 140 Street, Surrey, BC, V3T 4M4

Mari Martin
Director, Libraries Branch
Ministry of Education

via email

Dear Mari,

The support from the Libraries Branch, Ministry of Education throughout 2019 for the Trustee Orientation Program (TOP) has, and continues, to make a positive difference to public library trustee and board development across British Columbia.

BCLTA appreciates the interest that you have shown in the growth and changes to the program. Knowing that our members, the trustees across BC, have a provincial champion for this important program is important to our ongoing working relationship with the Libraries Branch. Your enthusiasm and support for September 29th facilitators workshop demonstrated to the board, the facilitators,

and to our members that their volunteer time with public library boards is valued by the Libraries Branch. The results of that day, including recommendations for strengthening the delivery of the program and support for re-branding the workshop, have already made a difference to our reach and impact for supporting public library board governance across the province.

As you know, the BCLTA represents the volunteer community leaders and local government officials who govern public libraries across BC. As their professional association, we support their engagement with trustee and board development through our website resources, the monthly *Bulletin*, annual events, and workshops.

We know that with strong and effective board governance, public libraries significantly contribute to the government's goals for making life more affordable, delivering services people count on, and to building a strong, sustainable economy for all British Columbians. As such, we look for your support and for opportunities to work with you for adequate and reliable provincial funding and resources for trustee orientation and board learning and development. This funding is in alignment with the Ministry's strategic plan for public libraries, as well as the Ministry's responsibility for the successful oversight of the legislative and governance framework for public libraries and for the upholding of the *Library Act*. Strong effective public library boards are critically important for strong effective public libraries.

One-time Grant of \$15,000

We are pleased to provide the following information regarding the 2019 one-time grant of \$15,000 for the administration and continuation of the Trustee Orientation Program (TOP).

The \$15,000 TOP grant provided direct support, at approximately one-third of the total costs, for the administration and continuation of the Trustee Orientation Program including workshop material, facilitator honoraria and other session costs.

The TOP grant contributed to the provision of 14 TOP sessions (four more than in 2018) with 126 trustees (41 more than in 2018) participating from 31 boards (11 more than in 2018). Along with increased attendance in the program there was increased

membership interest in BCLTA resources such as the Board Discussion Starters, the Trustee Orientation Checklist, the Trustee Influence and Advocacy Framework, and the *Bulletin*.

Workshop feedback has been very positive. Facilitators are using a variety of techniques and activities aligned with trusted adult learning practices to encourage participation and a learning environment that is comfortable, accessible, and focused on learner needs and outcomes. In session evaluations, participants commented on having an improved understanding of the principles of public library governance, a greater clarity in their roles and responsibilities, a better understanding of the board's role in the strategic direction and oversight of the library, and improved or new skills for contributing to effective board practices. Many participants commented on the benefits of the in-person workshop and the abilities of the facilitators to respond to trustee learning needs, to manage the group learning dynamics, and to deliver a professionally developed learning curriculum.

Workshop comments have included:

"I think this is crucial for all trustees. I wish I had taken it earlier. The facilitator was fantastic!"

"Thank you so much for the positive learning environment. There was a noticeable shift through the day as people felt more confident in their abilities and the knowledge that they are effective and competent trustees!"

"This was a well-run workshop. Well-paced and the information was delivered in a manner which was very easy to follow and understand - thank you!"

"I should have done this years ago!"

"The workbook is a great resource and the facilitator was highly skilled and engaging!"

"I really enjoyed how this session was facilitated. The flow was great and the group was engaged throughout."

I appreciated your focus on values, culture, board development and relationship with the Library Director without losing sight of the structure and the importance of governance (including all players Lib. Act (prov.) municipalities/associations, local

policy). I saw the light come on for a number of trustees while working through the scenarios in the workbook. By not getting bogged down in specific policy details or right/wrong answers aided trustees get a more fulsome understanding of their role. It's a great foundation for Library Director's to help build upon and support.

"I needed to hear everything today! "

"I have a much better understanding of my role as a trustee and am excited to enthusiastically advocate the importance of public libraries in our communities!"

Other feedback in 2019 pointed to the need for the program to be more affordable for boards. This is being addressed with the 2020 Governance Workshop Pilot Project for which the BCLTA can provide one year of funding from board reserves to offer the workshops at the reduced fee of \$50. This pilot project is being well received by the library community and we look forward to reaching a record-breaking number of trustees with the governance workshops in 2020.

One-time Grant of \$5,000

The \$5,000 one-time grant to support the training, resources, and ongoing development of the program in 2019 was greatly appreciated and allowed for the following:

1. Rebranding of the Trustee Orientation Program.

In November of 2019 the BCLTA Board provided direction to change the name of BCLTA workshops from the Trustee Orientation Program (TOP) to BCLTA Governance Workshops. The change in name acknowledges the changes that the program has undergone in the past 18 months to focus on governance development while still providing an overview of provincial and legislative context and board mechanics. It signals to our membership and the broader community that the workshops are not just for new trustees, they are for the entire board and library director. The cost of the rebranding was \$250 in updating the Workbook and other workshop material.

2. Updating the workshop materials

The workshop materials, including the workbook, handouts, evaluation forms, and workshop slides, were reviewed and updated for content, clarity, currency, and accuracy. The cost of updating the workshop materials was \$1,800.

3. Facilitators' Workshop

On September 29, 2019, the BCLTA Executive Director, the BCLTA President, the volunteer facilitators and Mari Martin, the Director of the Libraries Branch, met to review TOP, share ideas for 2020, and to build facilitation skills with Pawatsqwachiitl Haiyupis, an Art of Hosting trainer and member of the Ahousaht First Nation. This was an important investment in the program and resulted in reinforcing the importance of reconciliation in BCLTA work, in building a shared understanding about the role and responsibilities of the facilitator that is now part of BCLTA Board Policy, and in strengthening the skills of the facilitators. The workshop also provided an opportunity for the Libraries Branch to connect with the workshop team. A portion of the grant (\$2,400) was used towards the costs of the workshop which included travel, venue, and consultant fees.

4. BC Public Library Governance: A Quick Guide for Trustees

In collaboration with the Libraries Branch, the BCLTA has developed a guide to support the orientation and development of trustees. This guide was one of the recommendations from the 2018 TOP Refresh Advisory Group. The cost for the development and design of the guide was \$1,275. BCLTA greatly appreciated collaborating with the Libraries Branch on the guide and used the final amount left on this grant (\$550) towards BCLTA's costs for the development of the guide.

Concluding Remarks

The BCLTA and the Libraries Branch have a positive working relationship that benefits trustees, boards, and the advancement of public libraries throughout British Columbia. BCLTA is proud of this relationship and the work that we do together. With the Ministry's support of our rebranding, updating, and investing in the delivery of TOP (now BCLTA Governance Workshop) we are meeting our commitment to provide value to our members and our mandate for supporting excellence in public library governance across BC.

The funding support that the Libraries Branch provides to BCLTA achieves our shared goals and outcomes for excellence in public library governance and benefits all BC public libraries. The BCLTA board and staff look forward to continuing this work with the Libraries Branch in 2020 and for many years to come.

Sincerely,



Babs Kelly,
Executive Director, BCLTA

cc:
Mike Gagel, President, BCLTA

Funding Proposal Letter from B. Kelly to M. Martin (November 19, 2019)



To support and represent trustees in advancing public libraries

TO: Mari Martin, Director, Libraries Branch, Ministry of Education
FROM: Babs Kelly, Executive Director, BCLTA
DATE: November 19, 2019
SUBJECT: BCLTA Governance Workshops Pilot Project: Funding Proposal

Purpose

The purpose of this document is to provide the Libraries Branch with an overview of the BCLTA Governance Workshops Pilot Project, which begins January 3, 2020 and ends December 31, 2020, so that the Libraries Branch, Ministry of Education will consider providing funding for the pilot project.

This document includes:

- Request Rational
- Project Background

- Project Results and Outcomes
- Project Plan
- Estimated Participation, Expenses and Revenue
- Concluding Remarks

Request Rational

The BCLTA is requesting funding from the Libraries Branch so that:

- The Ministry of Education may make a visible investment in the success of the Library Act by supporting an evidence-based and outcomes-focused project that has been expertly developed by BC's only not-for-profit public library trustee association
- The Ministry of Education may demonstrate their belief in the community and the democratic value of the elected and selected trustees that provide strategic direction and oversight of BC public libraries
- The Ministry of Education may, as funders, receive appropriate and accurate reports, in accordance with their accountability framework, on the development of effective BC public library governance
- The Ministry of Education may be part of a province-wide good news story about local capacity development and strengthened public sector responsibility through improved fiduciary oversight and duty of care

Project Background

In 2017, with funding support from the Libraries Branch, Ministry of Education, the BCLTA released a community-based research report regarding trustee learning and development needs. With oversight from the BCLTA Board and an advisory committee that included the Libraries Branch, library federation managers, library directors, and library trustees, a set of recommendations were developed to improve access to board development resources and workshops.

Since that time, the BCLTA, in collaboration with the Libraries Branch, the Association of BC Public Library Directors, and the BC Library Association, has acted on those recommendations and expanded our reach to trustees through:

- updating the Trustee Orientation Program (TOP) and the TOP Workbook
- pivoting the monthly BCLTA *Bulletin* to being BC's most read newsletter for public library news, for governance resources, and for connecting boards and trustees across the province
- hosting learning events that are meaningful to our members and the public library community at the annual BC Libraries Conference, the Beyond Hope Conference (held every two years in Prince George), and the annual BCLTA Forum and AGM
- building website resources that are responsive to the needs of governance teams such as BCLTA Board Discussion Starters and the Trustee Orientation Checklist
- currently developing much needed resources, such as the BC Public Library Governance one-pager which will be released in January 2020 and remote access presentations and discussions

While the online resources, including the *Bulletin*, have been much appreciated by our members, trustees and library directors have told the BCLTA that attending in-person workshops has the greatest positive impact on their governance work. In 2019, with support from the Libraries Branch, the BCLTA delivered board development workshop to 124 trustees and library directors. We reached out to those not attending and found that the \$125 fee was a barrier.

In alignment with the BCLTA Purpose and Convictions, the BCLTA Board of Directors Directors took bold action to increase access to public library governance development and support by establishing the following for January 2020.

1. Changing the name of BCLTA workshops from the Trustee Orientation Program (TOP) to BCLTA Governance Workshops. The change in name acknowledges the changes that the program has undergone in the past 18 months to focus on governance development while still providing an overview of provincial and legislative context and board practices. It signals to our membership and the broader community that the workshops are not just for new trustees, they are for the entire board and the library director.
2. Offering an on-demand and tailored-for-your-board BCLTA Governance Workshops. These workshops are based on the BCLTA Governance Workshop and are available as is possible to schedule and deliver by BCLTA staff. The fee for these workshops is \$150 per participant with a minimum of 8 and a maximum of 15 participants. The host library will be responsible for the venue and catering and BCLTA is responsible for the development and delivery of the workshop.
3. Launching the BCLTA Governance Workshop Pilot Project in January 2020. This is a one year project that will require membership participation, workshop evaluation, outcomes assessment, and external funding for the association to continue the project beyond 2020. The BCLTA can fund one year of the pilot from board reserves.

The BCLTA Executive Director is working on the pilot project launch details for January and the following can be expected:

- The project will address the barriers of cost and access for attending a BCLTA Governance Workshop by reducing the current fee of \$125 per participant to \$50 per participant.
- Workshops will be scheduled by BCLTA in consultation with libraries and library federations and the host library or federation will be responsible for the venue and catering.
- Workshops will take place in centrally located and accessible venues. Exceptions will be made for geographically isolated boards.

- In locations where highway conditions are a concern, workshops will be scheduled late April through June and September through October.

As with TOP, the BCLTA Governance Workbook and Workshops will continue to focus on the fundamentals of BC public library governance, such as provincial context and accountability, public library trends and issues, working as a governance team with the library director, strategic planning, and financial oversight.

Project Results and Outcomes

Based on the 2019 workshop participant evaluations and feedback from trustees, library directors, and federation managers the following results are expected from the pilot project:

- Increased registration in BCLTA workshops and increased reach of BCLTA support for excellence in BC public library governance in accordance with the Library Act
- Improved understanding of the Library Act and of the Libraries Branch, Ministry of Education Accountability Framework
- Greater knowledge of board fundamentals, such as appointing and supporting the library director, effective meetings, strategic planning, and financial oversight
- Greater clarity of trustee roles and responsibilities and library director roles and responsibilities
- Stronger trustee engagement with public library emerging trends and issues and with the “why”¹ they serve their communities on the public library board.

¹ See Simon Sinek, *Start with Why*. <https://simonsinek.com>

Based on the 2019 workshop results, ongoing BCLTA staff research, and input from trustees, library directors, library federation managers, and the Libraries Branch an outcomes assessment tool will be developed to measure the following impact over a defined period:

- Improved understanding of and ease of compliance with the Library Act and the Libraries Branch, Ministry of Education Accountability Framework
- Increased board effectiveness as demonstrated through board agendas, meeting minutes, strategic plans, policies, and accountability to local government, the Libraries Branch and other funders
- Strengthened governance teams characterized by a healthy and respectful shared leadership with the library director, clarity of roles and responsibilities, competence of the board chair to preside at meetings and to represent the library to the community, and positive engagement with local government and the community

Note that both the workshop evaluation tool and the outcomes assessment tool are aligned with the workshop purpose and inputs. In this way BCLTA is measuring what the pilot project has been established and resourced to achieve.

Project Plan

The following is the high-level plan for launching and implementing the pilot project. The implementation of the plan will be managed by Babs Kelly who will report in to the BCLTA Board of Directors for their oversight and course correction. The BCLTA membership and stakeholders such as the Association of BC Public Library Directors, the Library Federations, and the Libraries Branch will be asked for advisement as the plan unfolds. As this is a one year pilot project it is important for the execution of the plan to be in a steady and cautious cycle of implementation, evaluation, and improvement.

Project Plan Assumptions

- This is a one year pilot project. This project will only be able to continue beyond 2020 with sustained external funding.
- BCLTA will provide facilitators and workshop content.
- The public libraries or other hosts such as library federations, will provide the venue, trustee travel and accommodations as needed (this is the current practice with TOP), and will provide lunch and refreshments.
- As is the current practice the workshop content will be continuously reviewed and updated by the BCLTA and will be informed by:
 - workshop evaluations
 - an understanding of the BC public library context and emerging trends and issues
 - an understanding of governance practices and emerging trends and issues
- BCLTA will be offering as a membership service on-demand and tailored governance workshops with a registration fee of \$150 per participant making these workshops close to cost/revenue neutral for BCLTA.

From Launch to Sustained Service: Building momentum and partnerships

The launch of the pilot on January 3, 2020 will include:

- a special New Year's message and announcement to the BCLTA mailing list
- social media announcements
- a clear message that this is a one-year pilot and that it is dependent on external funding for continuation beyond 2020
- a thank you letter from the BCLTA President to the Ministry and a thank you letter from the ED to the Libraries Branch for their support of the program over the years that has resulted in a high-demand robust workshop
- a presentation of the pilot project to the Partners, the Libraries Branch and Ministry, and to the Library Federation managers

Delivering the Pilot Program

Working with the public libraries and the library federations the BCLTA ED will find the optimum delivery schedule for the workshops so that the program has the potential to reach all BC public library boards. The following is being considered:

- Hosting workshops at the time of library federation spring and fall meetings
- Tailoring the workshop for regional library board (ORL, FVRL, VIRL) needs such as a shorter workshop focusing on public library values and trends and what that means for their governance. As the regional library board trustees travel for their board meetings, the workshop may be held to coincide with a regularly scheduled meeting.
- Where possible, travel time and costs will be lessened by scheduling two workshops in one trip
- Locating workshops in central locations for trustee travel and scheduling workshops for April through June and September through October, where highway conditions are a concern. Exceptions will be made for remote or isolated boards.

Estimated Participation, Expenses and Revenue

- Approximately 380 participants will be directly reached with this pilot project in 2020 (see Table 1.). During the past 3 years TOP has grown from reaching approximately 90 participants to 120 participants. Lowering the workshop fees and changing the coordination of scheduling and delivery will increase registration.
- The estimated time and cost in 2020 for BCLTA staff to oversee the project implementation and assessment is approximately 250 hours at an approximate cost \$10,500.

- The estimated cost for delivering the workshops (facilitators and travel) is \$30,150. An additional 20% for unforeseen risks and costs brings the estimated delivery costs to \$36,180.
 - Volunteer facilitators are provided with a \$750 honorarium and are reimbursed for pre-approved travel, accommodations, materials and per diem.
 - The ED is compensated at 10 hours at the fee agreed to in the ED contract (~\$420) and is reimbursed for travel, accommodations, materials and per diem.
 - Cost savings are realized through the ED delivering workshops when possible and appropriate. It is also possible to realize savings when the ED is delivering the workshop by combining it with other BCLTA work and by scheduling more than one workshop per trip.
- All numbers in Table 1. are approximate. The numbers have been estimated based on 2019 travel costs and session registrations and may vary depending on circumstances outside of the control of BCLTA. Working with the library federations and libraries to find the best dates and to ensure support for registration will mitigate some of this risk.
- Expenses and revenue in Table 2. are estimated based on staff time spent on TOP in 2019 and the costs of delivering TOP session in 2019.

Table 1. Proposed location, schedule, cost and participation

Location	When in 2020	Approximate Cost	Participation
Cranbrook	May/June	\$2,500 (2 facilitators or 2 days)	25

Nelson	September / October	\$2,500 (2 facilitators and/or 2 days)	25
Grand Forks	June	\$1,800	16
ORL	May	\$1,250	20
Penticton	May	\$1,000	10
Fort Nelson	June	\$2,000	8
Fort St. John	June	\$750	10
Chetwynd	April / May	\$1,500	18
Prince George	March / June	\$500	16
Mackenzie	September	\$750	14
Stewart Prince Rupert	May Two locations one trip	\$2,000	14
Kitimat	June	\$1,000	14
Hazelton	June	\$1,000	10
Fraser Lake	May	\$750	12
Burns Lake	September	\$750	10
VIRL	June	\$1,500	30
Victoria	October	\$1,200	14

Pemberton	October	\$1,200	12
Squamish	June	\$1,000	14
Salt Spring	April	\$1,000	8
West Vancouver	September	\$800	16
Burnaby	May	\$800	16
Richmond	October	\$800	16
Port Moody	May/October	\$800	16
FVRL	April	\$1,000	16

Table 2. Estimated expenses and revenue

Expenses:	
• Cost of workshop delivery	\$30,150
• Additional 20% for unforeseen risks and costs.	\$6,030
• BCLTA staff time for implementation, assessment and reporting	\$10,500
Total Expenses	<hr/>
	\$ 46,680

Revenue:	
Registration fees	\$19,000
Total Revenue	\$19,000
Surplus (Deficit)	(27,680)

Concluding Remarks

The BCLTA and the Libraries Branch, Ministry of Education have had a long and successful funding relationship for the delivery of the Trustee Orientation Program. With Ministry support and with the enthusiasm and commitment of Mari Martin, that program has evolved into a comprehensive and expertly facilitated governance workshop that benefits all BC public library trustees, and as such has been renamed the BCLTA Governance Workshops. In 2020 these workshops will be delivered in a pilot project with a reduced registration fee of \$50 per participant. The BCLTA invites the Libraries Branch and the Ministry of Education to join us as a funder in this exciting and innovative pilot project.

This pilot project fits with the Ministry's responsibility for the Library Act and has been directly informed by the day of discussion and vision building that the BCLTA Board of Directors spent with ADM Jennifer McCrea on September 28th. During that day, the ADM and the Board discussed the importance of public library governance, the role of the elected and selected trustees who provide strategic direction and oversight of public libraries across BC, and the need for bold action to support volunteer trustees with their roles and responsibilities. This pilot project is that bold action.

As such, the BCLTA asks the Libraries Branch, Ministry of Education for a one-time grant in 2020 of \$25,000 for this pilot project. With this \$25,000, the BCLTA will demonstrate to the Ministry of Education that investing in public library governance with the BCLTA strengthens the efficacy of the Library Act and the effectiveness of BC public library boards and trustees.

Thank you for considering this funding proposal. I look forward to discussing this pilot project with you.



Babs Kelly

BCLTA Executive Director

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