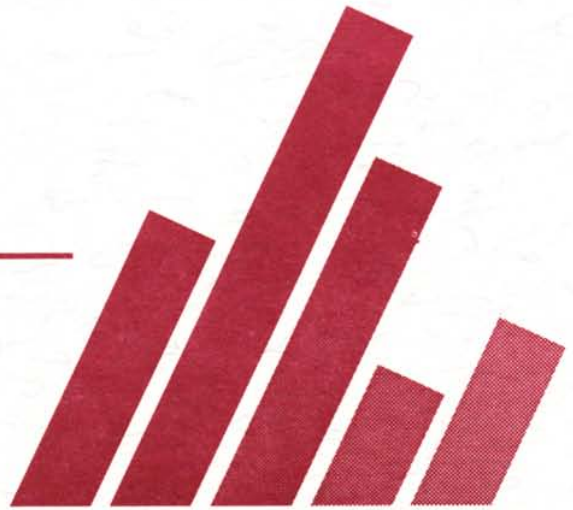


OLTA

LOBBYING PLAN

A Campaign to Maintain Ontario's Library Boards



"We are asking you to join with us in the fight to protect Library Board autonomy and free access to public libraries."

What Are the Issues?

In November 1995 the Ontario Government proposed its much-debated Omnibus Bill. The bill contained provisions to give municipalities the power to dissolve special purpose boards (such as Library Boards) as well as the right to charge user fees.

In reaction, resolutions passed at the Ontario Library Association Policy Forum supporting autonomous Library Boards and free public access to libraries were presented to the Minister of Citizenship, Culture

and Recreation. Both the OLTA and OLA appeared at Bill 26 hearings to defend these positions. And many Library Boards wrote letters of protest to the government. Although the Omnibus Bill was passed on January 29, 1996, the Government listened.

Status of Autonomous Library Boards

In Regulations passed under the Municipal Act on February 2, the government gave Library Boards a temporary exemption from the provisions of the Bill governing special purpose boards. **Library Boards continue to operate under the provisions of the Public Libraries Act as autonomous governing bodies.**

Charging Fees for Library Service

Since The Public Libraries Act, R.S.O. 1990, c.P.44 is still in effect, **provincial library grants remain conditional on free pub-**

lic library service being provided. This means that even though municipalities now have the right to charge user fees, Boards will need to weigh the decision very carefully against the necessary loss of the provincial grant.

At the same time, the government has initiated a study of core library service with a view to defining services that will remain free and those that may be subject to a fee.

The Fight Is Not Over

The exemption for library boards, the maintenance of the Public Libraries Act and the study of core services are achievements of which we should be proud. We have built momentum. However, our work is far from done.

Now you and your Board must work to make these achievements permanent. **Autonomous Library Boards and free public access can be lost.** It is now up to each and every one of us to carry the campaign forward. We must start today!



Reprinted with permission.
© A. King, The Ottawa Citizen, 1995

Why Are These Issues Important?

Across Ontario 3,500 citizens volunteer their time to serve their communities in 412 Library Boards across Ontario. The OLTA believes this system is the best system in the world and that we must fight to maintain Library Board autonomy. In your community and in communities across this province, autonomous Boards:

- **PROTECT** library collections from direct political pressures
- **PROMOTE** budgets based on library service priorities
- **PROTECT** equity of access for all
- **PROMOTE** library services to municipal governments
- **PROTECT** free public library service
- **PROMOTE** local, provincial, national and international information networks
- **PROTECT** the library as an open information source
- **PRESERVE** the cultures of Canada
- **PROTECT** and **ADVISE** Municipal Councils on the hard questions

All of our important achievements as Library Boards may still be under threat. Each could be eliminated under a system where decisions are based on political priorities instead of community and service needs. Without your help, and without the help of people across Ontario, the excellent library system that we have built over the past 150 years could change beyond recognition.

“Without your help, and without the help of people across Ontario, the excellent library system that we have built over the past 150 years could change beyond recognition.”

How Do These Issues Affect Your Library?

- Replacing autonomous trustees with elected officials could have a profound effect on your library’s services.
- Your library’s collection could fall under direct political pressure, with decisions influenced by special interest groups. This could result in certain books being banned from the library.
- It could mean, for example, that if snow removal, or road repairs becomes a big political issue, the money to pay for those projects could be taken from your library’s budget.
- It could mean that Ontario would no longer have free library service.



Reprinted with permission.
© Pritchard, 1995

What Can You Do?

The Ontario Library Trustees’ Association has been working for years on behalf of all libraries to defend autonomous Library Boards. The pressures have been enormous. But our voice continues to be heard – and understood.

As you well know, these are extraordinary times. They call for extraordinary measures. We are asking you to join with us in the fight to protect Library Board autonomy and free access to public libraries.



To launch an effective lobbying campaign you must have an action plan with clearly stated goals and objectives, know exactly what it is you want from the organizations and people you contact, and evaluate if you are meeting your goals.

It is important to remember that each Library Board will develop its own plan based on its own unique situation. This lobbying plan has six major steps:

**STEP ONE:
ASSESS YOUR SITUATION**

**STEP TWO:
SET YOUR GOAL**

**STEP THREE:
DEVELOP YOUR
CORE MESSAGE**

**STEP FOUR:
DEVELOP YOUR PLAN**

**STEP FIVE:
ACT ON YOUR PLAN**

**STEP SIX:
ASK IF IT IS WORKING**

**STEP ONE:
ASSESS YOUR SITUATION**

It is key in establishing a plan to begin by assessing 'where you are now.' This is not always an easy task. Start by clarifying and determining where your Board members and your Municipal Council stand on the Library Board autonomy and free public access issues. The questions you need to ask may be difficult to answer but it is important to take the time to prepare through frank and realistic discussion.

When assessing "where you are now," questions you can ask include

- What will they say in response to your message?
- How can you effectively counter their arguments?
- Is your audience united? Does it speak with one voice?
- Who are potential foes?
- Who are potential allies?
- Whose opinion may be swayed?

Implications for Your Plan

Many Library Boards have excellent relationships with their Municipal Councils. Under those circumstances, a lobbying campaign would act to build on that relationship.

Where such a relationship does not exist, the Library Board would have to develop methods for communicating more effectively with Council as part of any lobbying campaign.

If the Council has already decided that it wishes to dissolve the Library Board, any lobbying campaign needs to take a proactive stance to demonstrate what will be lost and to promote the value of autonomous Public Library Boards and free public library access.

- Which groups or organizations do you need to reach?
- Where does each group or organization stand on your issue?
- If they agree, how can you convince them to support your campaign?
- If they don't agree, what is the most effective way to convince them of the merits of your argument?

By researching these audiences, you can avoid unpleasant surprises during the lobbying campaign. Questions that will be helpful are:

- Where do the people in your audience(s) stand on your issue?

STEP TWO: SET YOUR GOAL

A clear, concise, well-defined goal is the cornerstone of any lobbying campaign and yours is no exception.

The goal answers the question:

"What do we hope to achieve by lobbying?"

It maps out your destination, and by doing so, allows you to focus your efforts.

The goal should be written in simple, easy-to-understand language.

★ *The goal of OLTA's lobbying campaign is to:*
"Convince Municipal Councils across Ontario that autonomous Library Boards provide effective library governance and should be maintained."

At the local level, your goals may vary in emphasis, depending on the target group you are trying to reach.

★ *Your goal with Municipal Council could be to:*
"Persuade a majority of the Municipal Council members to vote in favour of a resolution supporting autonomous Library Boards."

★ *Your goal in the community could be to:*
"Convince 500 supporters to write letters to Municipal Councillors and MPPs supporting autonomous Library Boards."

Implications for Your Plan

Although the underlying goal in both cases is the same (protection of the autonomous Library Board), how you express it and how you follow it up will be different for each target audience. Obviously, a goal of 500 letters for a community of 1,000 would be out of the question. For a large metropolitan city, it may be too little.

STEP THREE: DEVELOP YOUR CORE MESSAGE

When planning a lobbying campaign, it is important to define the 'core message' that will form the foundation of your campaign.

*The GOAL answers
WHAT
you hope to accomplish.
The CORE MESSAGE
explains **WHY**.*

The core message is a **SYNOPSIS** of your lobbying message. It provides a clear **FOCUS** for your campaign.

The core message should be **CONCISE**, with no more than **THREE MAJOR POINTS**.



Here is an example of a core message:

- Public library service benefits from an **autonomous policy-making Library Board** dedicated to the interests of the library and the community as a whole. The Library Board insulates Municipal Council from special interest/political pressure.
- Library Boards are described in provincial legislation, and mandated with the authority to ensure **equality in access** to any citizen. They are directly responsible for defining and upholding library policies.
- Public libraries are founded on the principle of **intellectual freedom**, and they must have security, protected by legislation through their Library Boards, to set policies which reflect and ensure such intellectual freedom.

Implications for Your Plan

During your campaign you may elaborate in depth on each point in your message, but in essence, your core message – the major points you wish to communicate – will remain constant.

Every argument you make and every fact you present should relate back to one of the points in the core message.

STEP FOUR will be found on p. 13.



OLTA

LOBBYING PLAN WORKBOOK

Worksheet 1:
ASSESS YOUR SITUATION

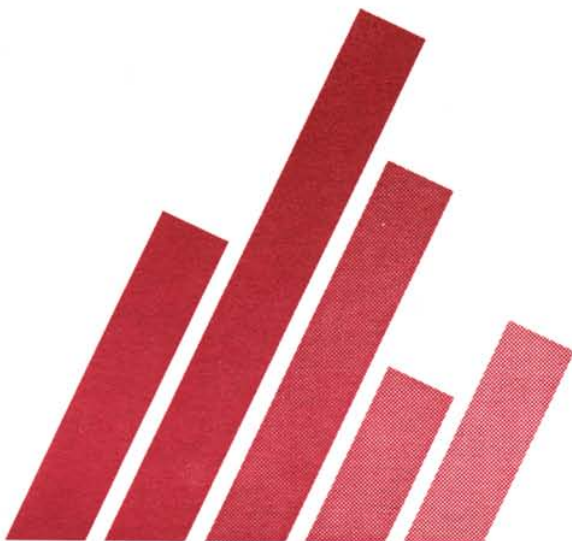
Worksheet 2:
SET YOUR GOAL



Worksheet 3:
DEVELOP YOUR CORE MESSAGE

Worksheet 4:
DEVELOP YOUR PLAN

Worksheet 5:
ACT ON YOUR PLAN

Worksheet 6:
ASK YOURSELF IF IT IS WORKING





WORKSHEET 1: ASSESS YOUR SITUATION

IN THE COMMUNITY:

Which groups or organizations do you need to reach?

List your past achievements.

Where does each group or organization stand on your issue?

List skills, talents and knowledge you can access to help with the campaign.

Who can you approach for support?

List any other strengths that exist and can be used.

What kind of support can each group or organization provide?



ON MUNICIPAL COUNCIL:

Where does each Council member stand on your issue?

List those who do not agree with you.

What is the most effective way to convince these people to change their opinion?

List those who do agree with you.

What kind of support could they provide to the campaign?



IN THE GOVERNMENT:

Who do you need to contact?

Where does each person stand on your issue?

List those who do not agree with you.

What is the most effective way to convince these people to change their opinion?

List those who do agree with you.

What kind of support could they provide to the campaign?



WORKSHEET 2: SET YOUR GOAL

The overall goal for the lobbying campaign is:

REVISE THE OVERALL GOAL STATED ABOVE
FOR EACH OF THE FOLLOWING TARGET AUDIENCES:


- In the community, the goal of our lobbying campaign is

- With the Municipal Council, the goal of our lobbying campaign is

- With our Member of the provincial legislature, the goal of our lobbying campaign is

- With the Minister of Citizenship, Culture and Recreation, the goal of our lobbying campaign is

- With the Minister of Municipal Affairs, the goal of our lobbying campaign is



WORKSHEET 3: DEVELOP YOUR CORE MESSAGE

The overall core message for the lobbying campaign is:

**REVISE THE OVERALL CORE MESSAGE STATED ABOVE
FOR EACH OF THE FOLLOWING TARGET AUDIENCES:**

- For the community, the core message of our lobbying campaign is

- For the Municipal Council, the core message of our lobbying campaign is

- For our Member of the provincial legislature, the core message of our lobbying campaign is

- For the Minister of Citizenship, Culture and Recreation, the core message of our lobbying campaign is

- For the Minister of Municipal Affairs, the core message of our lobbying campaign is



WORKSHEET 4: DEVELOP YOUR PLAN

List your target individuals and groups and what you hope to achieve with each?

■ In the community

■ On Municipal Council

■ In the legislature

■ In the Ministry of Citizenship, Culture and Recreation

■ In the Ministry of Municipal Affairs

FOR EACH OF YOUR TARGET AUDIENCES, DETERMINE:

■ How is each to be lobbied? (in person, telephone, mail, through media?)

■ Who should make contact (a Board member, other volunteer or staff?)

■ What resources are needed (information, human resources, financial resources?)

■ What steps must be taken to obtain these resources?

■ What tools do you need to create to help carry out your plan?

■ What are your timelines for each?

■ What are your deadlines for achieving your goal with each?



WORKSHEET 5: ACT ON YOUR PLAN



Write meeting notes to prepare for the meetings with

- Library supporters in your community.

The points we want to cover are:

- Your Municipal Council.

The points we want to cover are:

- Your local provincial Member of Parliament.

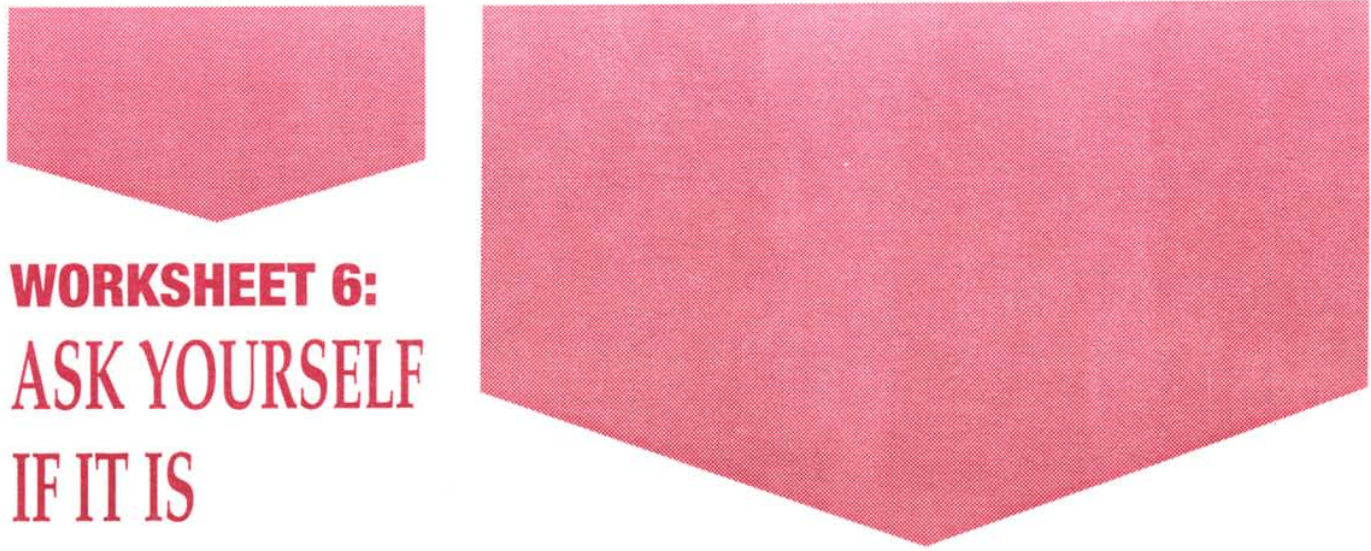
The points we want to cover:

- The Ministries of Citizenship, Culture and Recreation
and Municipal Affairs

The points we want to cover:

- Other individuals you have identified as important to your campaign.

The points we want to cover are:



WORKSHEET 6: ASK YOURSELF IF IT IS WORKING

Target Audiences	Accomplishments	Strategies That Did Not Work Why Not?	Rate Overall Progress

STEP FOUR: DEVELOP YOUR PLAN

You are now at the point where it is necessary to put the details of your plan on paper. Here are questions to guide your thinking:

- Who are your target groups?
- What do you hope to achieve with each group?
- How do you intend to reach each group (in person, telephone, mail, through media?)
- Who should make each contact (a Board member, other volunteer or staff?)
- What resources are needed (information, human resources, financial resources?)
- What steps must be taken to obtain these resources?
- What tools do you need to create to help carry out your plan?
- What are the timelines?
- What are the deadlines?
- How will you monitor and measure results?

Implications for Your Plan

If you have done your homework, you should know what arguments 'the other side' will pose. You should also have thought out how you would respond to these criticisms.

It is crucial that you treat any critics with respect. Don't get personal. Remember that you are commenting on the ideas a person presents -- not on the individual person who is presenting those ideas. Every point of view has some merit.

It is important to listen, calmly, and then to give your response in a clear, rational, level-headed manner. Practice the answers to difficult questions beforehand.

STEP FIVE: ACT ON YOUR PLAN

Know What You Want to Say

However you are communicating, state your core message. Anticipate questions that will be asked and know what your answer will be.

If you plan properly, there should be little that happens that takes you by surprise whether it be in a meeting, in telephone conversation or in a casual encounter.

Locate and Support Your Supporters

Let your supporters help you get your message across. Ideally your most powerful spokespersons are library users. Find out who is willing to write let-

ters, contact Council members, make phone calls or speak out on your behalf.

Make sure supporters are fully aware of your goal and that you give them the resources, information and support they need to do their job properly.

Go Out and Meet People

Remember: there is no communication technique more effective than meeting people directly. Phone calls, letters, discussion papers, public meetings, and media interviews are all useful lobbying techniques, but they should always be supplemented with face-to-face meetings.

When planning such meetings, always ask for an appointment. Never arrive unexpectedly. Be prepared and know what you are going to say. Once the meeting begins, don't beat around the bush. Let your host(s) know why you are there. Time will be limited. Know how you will present your case in the time allotted.

Remember:

Talk. Don't Lecture.

Engage in a conversation. Prepare background documentation to support your argument and bring it with you. You may refer to it from time to time, but don't read from it verbatim during the meeting. Leave it with

your host(s) to be read at a later time. This is a meeting -- not a presentation -- and it should be conducted in as informal a manner as possible to encourage an exchange of information and views.

Keep Checklists and Monitor Your Deadlines

Check what you have and have not accomplished, contacts you have made and the results achieved. Pay special attention to the timelines you have set in your plan so that you avoid missing deadlines. When the pressure is on, it is easy to lose track of an influential individual or group.

STEP SIX: ASK YOURSELF IF IT IS WORKING

No campaign ever proceeds exactly as planned.

There are always surprises, unanticipated events, gains that come more easily than expected and unforeseen setbacks.

It is important to monitor your lobbying campaign every step of the way to determine what is working, what isn't, and where action needs to be taken to keep on target.

Compare Progress to Goals

Throughout the campaign keep comparing the actual progress to the goals in your plan. If it becomes clear a strategy is not working, try to determine why. What is the root problem? What can be done to address it?

Record Your Accomplishments

Keep a list of every letter you write, every phone call, every meeting you

attend, and any other lobbying action you take. Periodically sit down to evaluate results. What have you accomplished? Where have you not had results? What lobbying efforts appear to have brought results? Which appear to be unsuccessful?

Share Information

When something works, make sure you share it with others. When something doesn't work, try to figure out why, and share

that information with others involved in the lobbying campaign.

Implications for Your Plan

By asking the right questions throughout the lobbying campaign, by determining why problems happen and by taking steps to address them, you will go a long way to keeping on target.

SOME OBSERVATIONS WE WISH TO SHARE

This kit has gone through several different stages in our attempt to find the most useful approach for you in this critical time. From the many things we chose to drop, we saved these observations.

Draw on the strengths of others around you

Use strengths that exist to help your lobbying campaign. These can include the talents and commitment of the members of your Board, the professionalism of the library staff, the support from individual Municipal Councillors, the loyalty of your patrons, and the support from other individuals and organizations in the community who possess specific skills, tal-

ents and knowledge that will be of benefit to the lobbying campaign.

Listen to what people say

The purpose of your encounters and meetings will be to present your beliefs on autonomous Library Boards and free access to public library service. However, it is important that you listen to what the other side has to say. They have needs and objectives as well. Discuss the public's gains in terms of those needs and objectives, not only those of your library.

Learn from past mistakes

As you talk with people, you may find out things you have needed to know all along. Your Council does not know why you

do things the way you do simply because your reporting mechanism is not clear enough. You can deal with that.

The Press Can Help But...

Be wary of involving the press in your campaign, especially if there are disagreements between your Board and Council members. You do not want to lambaste Council in the media, but to appeal to them on logical, sane, well-documented grounds face-to-face. Negative media coverage can anger people who might otherwise be allies. If you use the media, it should be to build public support for your issues.

When Morale Is Low

Every lobbying campaign

has moments of disappointment when events do not proceed as you hope. To help keep morale high during those times, make a point to remember what you have already accomplished.

Not everyone is going to agree with you

No matter how hard you try or how passionate your presentations, there will be some people who will not agree with you. Nevertheless, it is still critical to make the effort.

We must work together and be diligent about our approaches. Otherwise, we stand to lose 150 years of library advances and perhaps the best library system in the world.

Addresses that you will need

Hon. Marilyn Mushinski
Minister of Citizenship,
Culture and Recreation,
77 Bloor Street West
Toronto, ON M7A 2R9
FAX 416/325-6195

Hon. Al Leach,
Minister of Municipal
Affairs and Housing,
777 Bay St., 17th floor
Toronto, ON M5G 2E5
FAX 416/585-6470

Send copies to:
Rt. Hon. Michael D. Harris
Premier of Ontario,
Legislative Building,
Queen's Park,
Toronto, ON M7A 1A1
FAX 416/325-5758
<www.gov.on.ca>

Please copy letters sent to provincial politicians to:

OLTA
100 Lombard St., Suite 303,
Toronto, ON M5C 1M3
FAX 800/387-1181
<jgilbert@interlog.com>

© 1996, Ontario Library Association.

Extra copies will be available at a cost-recovery fee for members (\$5 each). \$12 each for non-members.
This publication may be reproduced with proper credit.

Additional materials to help you with your Board discussions...

● **The OLA/OLTA Brief on Bill 26 to the Committee on Good Government**
Free for members with a 9"x12" self-addressed stamped envelope. \$4 each for non-members.

● **OLTAAlert**
No. 1 - March 1991
No. 2 - April 1991
No. 3 - September 1991
No. 4 - January 1992
No. 5 - April 1993
Photocopied versions are available.
Free for members with a 9"x12" self-addressed stamped envelope. \$4 each for non-members.

● **Fees for Service Background Paper**
Free for members with a 9"x12" self-addressed stamped envelope. \$4 each for non-members.

● **Public Libraries Act, 1984 and R.S.O. 1990**
Available from the Ontario Government Bookstore., 416/326-5300

● **Ontario Public Library Trustees' Handbook**
Available in both French and English.
\$12 members/\$15 non

● **Ontario Public Library Strategic Plan**
Available in both French and English.
\$4 members/\$6 non

If you have questions about any of the suggestions in this kit, please contact your OLTA Regional Councillor or an OLTA Executive Member. They will be pleased to help you or to direct your question to someone who can.

POSITION	NAME	PHONE	FAX	E-MAIL
PRESIDENT	Maureen Rudzik	(416) 487-5572	(416) 487-5572	<mrudzik@gbrownc.on.ca>
PAST PRESIDENT	Harry Nesbitt	(519) 271-6742	(519) 271-3843	
NORTHEASTERN	Jo-Anne Bond	(705) 746-9601	(705) 732-2393	
NORTHWESTERN	Erik Knutsen	(807) 473-8354	(807) 473-9846	<eknutsen@flash.lakeheadu.ca>
EASTERN	Phone OLA			
CENTRAL EAST	Michael Roberts	(613) 968-8371	(613) 968-6841	
MID-CENTRAL	Robert Bisson	(905) 336-6441		<aa434@freenet.hamilton.on.ca>
CENTRAL WEST	Amalie Enns	(905) 935-8379	(905) 935-4823	
SOUTHWESTERN	Hilary Bates Neary	(519) 433-3288	(519) 663-5396	
METRO TORONTO	Edmundo Vasquez	(416) 207-6455	(416) 964-6904	<vasquez@interlog.com>

Direct mail to anyone on this list through Ontario Library Trustees' Assn., 100 Lombard St., Suite 303, Toronto, ON M5C 1M3.

THE OLTA COUNCIL IS HERE TO HELP.

OLTA LOBBYING PLAN

was developed by the
Library Governance Task Force of the Ontario Library Trustees' Association
and the Southern Ontario Library Service

OLTA GOVERNANCE TASK FORCE

Dr. Edmundo Vasquez (Chair)
OLTA Metropolitan Toronto Councillor
Chair, Toronto Public Library Board

Elizabeth Hoffman
Chair, Coalition for Public Information
Former Trustee, Toronto Public Library Board

Erik Knutsen
OLTA Northwestern Region Councillor
Thunder Bay Public Library Board

Dr. Maureen Rudzik
OLTA President, 1996
Metro Toronto Library Board

Hazel Thornton-Lazier
OLTA President, 1994
Metro Toronto Library Board and
Former Chair, East York Public Library Board

Bruce Walker
OLTA President, 1989
Former Chair, St. Catharines Public Library
Founding Member and Chair of Task Force

Larry Moore
Executive Director,
Ontario Library Association (ex officio)

Other Founding Members of the OLTA Governance Task Force:

Wil Vanderelst
OLA President 1991
Trustee, CNIB Library for the Blind Board

Margaret Andrewes
OLTA President 1988
Former Trustee, Lincoln Public Library and
National Library of Canada

Other Contributing Members of the OLTA Governance Task Force:

Maud-Mary Swalm
OLTA President 1992 and
Chair, Gravenhurst Public Library Board

Harry Nesbitt
OLTA President 1995 and
Stratford Public Library Board

PROJECT STAFF

Writing and Editing by:

Randee Loucks
Manager, Trustee Training,
Southern Ontario Library Service,
SOLS Project Co-ordinator

Mary Kate Rowan
Co-ordinator, Trustee Training,
Southern Ontario Library Service
SOLS Writer

Design and production by:

Jefferson Gilbert, CAE
Deputy Director,
Ontario Library Association

Funding by:

The members of the
Ontario Library Association

A joint project of



For further information:



ONTARIO LIBRARY TRUSTEES' ASSOCIATION
100 Lombard St., Suite 303
Toronto, ON M5C 1M3

(416) 363-3388

FAX: (416) 941-9581 inside Toronto calling area or 1-800-387-1181 outside
E-mail: <moorel@gov.on.ca> or <jgilbert@interlog.com>