

FOR FURTHER READING...

"The Board and the Budget: Presenting the Budget to Council" in *Trustee 20/20*, Module No. 2, Winter 1992-93 (London : Southern Ontario Library Service).

"Community Profile: Advocacy" in *Trustee Kit '95* (London : Southern Ontario Library Service).

Library Advocacy Now! Action Pack. Chicago : American Library Association, 1994.

"Making Libraries Essential: The HIP Way," by Susan J. Paznekas and Sandra S. Stephan in *Public Libraries*, November/December 1995 (Chicago : The Public Library Association).

"The Role of the Board in Advocacy and Lobbying" in *Trustee Tips*, 1995 (London : Southern Ontario Library Service).

"12 Ways Libraries are Good for the Country," in *American Libraries*, December 1995 (Chicago : American Library Association).

"Very Very Practical Lobbying Tips", in *The U*A*B*A*S*H*E*D Librarian*, Number 96

A Guide to a Company Speaking up for Libraries: Library Trustees in Action (videotape). Southern Ontario Library Service and TVOntario, 1994.



BUILD CONSENSUS INSIDE AND OUT

A United Organization

As a lobbying campaign gains public exposure, every person associated with your library will probably be asked, at some point, by someone, to explain the goal of the campaign. Every time the question is asked, an opportunity exists to build support. Every time someone associated with your library cannot answer basic questions about the lobbying campaign, you lose an opportunity for support.

By making sure everyone associated with the library knows the core message of the lobbying campaign, you help to convey an image of a united organization.

A Network of Supporters

As you plan your lobbying campaign, make sure you identify people and organizations who support your cause. Work to build a coalition of supporters. The wider the community involvement, the more powerful the support network will be. Remember, there is strength in numbers and that supporters from outside the library add enormous credibility to your cause. They prove you have community support.

Supporters can also contribute behind the scenes by helping to write materials, organize mailings, and plan and carry out events.

Your network of supporters may include:

- Library users
- Potential library users
- Friends of the Library
- Professionals in related fields
- Neighbourhood/civic organizations
- Students
- Other libraries
- Donors
- Elected officials
- School board members
- Teachers/faculty/administrators



TEN STEPS TO EFFECTIVE NETWORKING

1. Have a clear message. Be enthusiastic and positive.
2. Let people know they can make a difference.
3. Build a mailing list of names, addresses and telephone numbers of those you know will support you.
4. Meet with key community leaders regularly to educate them about your concerns and to ask them for assistance.
5. Involve Board members and Friends of the Library groups, teachers, faculty, administrators, parents and student in exercising their contacts on behalf of the library.
6. Dedicate a portion of your library's newsletter to municipal or provincial issues or concerns that affect the library. Send the newsletter and other selected mailings to members of your network.
7. Hand out library advocacy sign-up cards after speaking engagements.
8. Call/write to members of the network at regular intervals to give them updated information.
9. Invite advocates to write personal testimonials.
10. Thank and recognize your key supporters every opportunity you get.

*adapted from library advocacy now!!
american library association*



WHAT THE *PUBLIC LIBRARIES ACT* PROMISED TO MUNICIPALITIES

When the Public Libraries Act was being revised in 1984, then Minister of Culture, Susan Fish, wanted the bill to reflect a strong accountability of public library Boards to Municipal Councils. In part, this was due to Fish's own background in municipal politics. More importantly, however, Fish realized that, for Public Libraries to continue to thrive in Ontario, their primary funder - Municipal Councils - would need to be satisfied that local tax dollars were well spent. It is Municipal Councils which collectively provide almost 85 per cent of public library funding in Ontario.

The changes in the new Act show a delicate balance between this need for financial accountability of a library Board to Municipal Council while maintaining the Board's policy independence and fiduciary responsibility.

The following describes the role given to Municipal Councils in their relationship with Public Library Boards in the Public Libraries Act:

1. It is only a Municipal Council that can establish a Public Library (s3)
2. It is Municipal Council which appoints all the members of a Public Library Board (rather than only some, as was the case in previous Act) (s9)
3. A Municipal Council decides how many members there will be on a Library Board (within a prescribed range set out in the Act) (s9)
4. A Municipal Council may appoint its own members to a Library Board up to one less than a majority on the Board (s10)

5. A Library Board holds office for a term concurrent with that of the appointing Council (rather than staggered, as under the previous Act) (s10)
6. A Library Board needs the consent of a Municipal Council to acquire land or buy or erect a building (s19)
7. Council specifies the form in which the library Board's annual financial request (estimates) must be submitted (i.e., Municipal Council decides what level of detail it wants) (s24)
8. It is the Municipal Council which approves the Library Board's budget (s24)
9. It is the Municipal Council which must approve changes to the budget during the year (s24)
10. The Library Board must submit to Municipal Council an annual audited financial statement (s24).
11. Municipal Council must approve any debenture for library purposes (s25).

Municipal Councils today clearly have fiscal control over public library service. The Public Libraries Act distinctly defines the municipal/public library/provincial relationship. We would argue that this existing piece of legislation especially delineates the public library/Municipal Council relationship:

- Council appoints our board members
- Councillors sit on each Library Board
- Council establishes the timing and form of budget
- Council approves the annual operating and capital budget line by line
- Council receives the annual audited statement.



BACKGROUND TO CURRENT ISSUES

Library governance became an issue of special focus when Mississauga attempted to remove its Library Board and to replace it with a committee of Municipal Council.

- 1988 – the OLTA formed a provincial task force on library governance whose objectives included:
 - ▲ Lobbying the provincial government to uphold its legislation The Public Libraries Act 1984
 - ▲ Educating our members about the possible threats to library service inherent in our loss of autonomy
 - ▲ Seeking allies in other library and related organizations both within and outside of Ontario
- 1988 – Ontario Public Library Strategic Plan committee suggested in its first draft report that library legislation dispose of autonomous library boards. The reaction from the library community was overwhelmingly negative. In response to the hundreds of people who supported autonomous library boards, the committee concluded there must be strong support from the library community for library boards and recommended that there be a strong mandate for development and training of library board trustees.
- 1993 – actions taken by the Association of Municipalities of Ontario and the provincial government indicate that library board autonomy could be threatened
- 1994 – the Pilkey Report recommended special service boards such as library boards be dissolved and the work be incorporated into the regular duties of the municipal council. Schools boards, police boards and district health councils were excluded from this recommendation.
- 1995 – the Harris government “Omnibus Bill” gave municipalities broad powers to dissolve or make changes to local boards and to impose user fees. On January 29 the Bill became law and gave your municipality the power to put an end to your library board and replace it with a committee of council. Because of the actions of the OLTA and

the OLA, the Government was persuaded to exempt public libraries from the Omnibus Bill for one year.

ADDITIONAL BACKGROUND MATERIAL

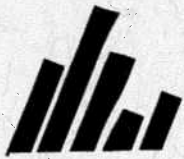
- Autonomous library boards have a long well-established history.
- 1882 – the Ontario Government, under Oliver Mowat, passed a Free Libraries Act. The Act stated three basic principles:
 - ▲ Public libraries were to be financed by public funds. Municipalities were empowered to levy a property tax
 - ▲ Libraries were to include whatever the reader needed
 - ▲ Libraries were to offer free access

Libraries were to be governed by an autonomous board of management which, at that time, was to consist of:

- ▲ chief magistrate of the municipalities
- ▲ public school representatives
- ▲ separate school representatives and
- ▲ members appointed by council

The Act was clearly a response to a need for public libraries.

- 1899 – Government grants began.
- 1900 – there were 368 public libraries in Ontario.
- 1900 – Ontario Library Association created to represent library interests. Library trustees have been actively involved with the OLA from the beginning.
- 1966 – the Ontario Library Trustees’ Association was formed as a separate organization
- 1984 – the Provincial Library Act reaffirmed provincial commitment to autonomous library boards.



MAKING THE MOST OF YOUR CORE MESSAGE

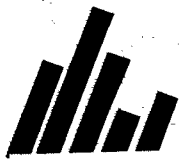
Positive comments

Be positive when you develop your core message. Avoid focusing on the negative things that will happen if they move to a committee of council. Instead deal with the positive advantages of an autonomous Library Board.

Be sure of your facts. Nothing will destroy a lobbying campaign more quickly than incorrect, or vastly overstated, information.

Once you have written your overall core message for the campaign, you may want to amend it slightly for each target audience. Your core message to the community, for example, might be to place special emphasis on the important role Library Boards play in preserving free access. Your core message to your municipal councillors might place special emphasis on the value autonomous policy-making Library Boards provide to the community, and on the fact Library Boards insulate municipal councils from special interest pressure groups.

You may also word your message differently, depending on the target group. For example, you might use the phrase 'equality in access' in your core message for municipal councillors. Your core message for the community might contain a more colloquial phrase such as 'free library service'.



HANDLING HOSTILE QUESTIONS

LISTEN

Really listen. Suspend all judgement of the individual and identify the issue.

EMPATHIZE

After a brief pause to show you've given the question serious consideration, respond with positive words. For example, 'You evidently have strong feelings about this.' or 'I respect your views, but let me give you another perspective.'

REFRAME THE QUESTION

If you're asked "Why does your library loan obscene videos?", don't respond negatively. Use the occasion to strip away loaded words by saying, "Let me be sure I understand the question...it's about our video collection."

BE POSITIVE, HONEST AND STRAIGHTFORWARD

Use facts, not conjecture. Make sure to get your positive statement up front, even if you've been asked a negative question. Tell the truth. If you don't know an answer, tell your interviewer that you will get back with the answer or direct him/her to the appropriate person.

DON'T ASSUME ANYTHING YOU SAY IS 'OFF THE RECORD'

Remember, these are public -- not private -- conversations. Everything you say represents the library. Anything you say is "on the record" and may be repeated at some point. This is especially important to keep in mind when dealing with the media.

PRACTICE

If you know you'll be facing hostile questions, role play beforehand with a colleague. Practice answering the worst, most difficult questions you can imagine.

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PRESENTER'S CHECKLIST

ORGANIZING THE PRESENTATION

I will

- Analyze my audience
- Develop objectives and state benefits to audience
- List my main ideas
- Plan hand-outs
- Plan visual aids
- Plan my introduction
- Develop a preview, main idea and wrap-up

DEALING WITH ANXIETY

I will

- Prepare my speech and anticipate questions
- Organize my material
- Rehearse the speech
- Visualize myself giving a successful presentation
- Arrive early and examine the room
- Breathe deeply just before speaking
- Move when I speak
- Maintain eye contact with the audience

DELIVERING THE PRESENTATION

I will

- Be aware of what I'm saying and how it sounds
- Be enthusiastic, animated and conversational
- Use a clear, strong voice
- Pace my presentation
- Repeat questions to clarify and answer to the whole group

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PREPARING FOR MEETINGS

Why Library Boards should be maintained

Library Boards have a number of advantages:

- ▲ Cost effective
 - why spend money to administer the library when it is already done by volunteers
 - how much money is required to govern the library by a committee-of-council
- ▲ Highly satisfied clientele locally and provincially
- ▲ Library Boards have much more potential and a better track record for Fundraising

Changing government structure is unwise

- ▲ Reinforce the fact that many of the controls AMO is asking for are already in the existing Public Libraries Act (1984)
- ▲ Point out that the current situation gives council considerable control
- ▲ If councillors cite accountability, discuss two means of accountability:
 - 1) if it means liable to political punishment, then council is more accountable
 - 2) if it means responding to community needs and input, then the Board is more accountable to the entire community because there is no political pressure brought to bear

Express what Freedom of Information means to your community.



HOW TO BE AN EFFECTIVE SPOKESPERSON

■ BE PREPARED

Find out about your audience: who will be there, how many, how old they are, educational background and special interests.

■ PERSONALIZE YOUR MESSAGE

Make sure you address the group's concerns at the same time you make them aware of yours.

■ WRITE OUT YOUR SPEECH

Follow the basic rule of speech making. Tell people what you are going to tell them, then tell them, and then tell them what you told them. Have visual reinforcements when appropriate. Cartoons, drawings and charts help tell the story.

■ TALK - DON'T SPEAK

Aim to be understood, not to impress. Avoid jargon and acronyms. Use statistics sparingly. Be generous with anecdotes and examples.

■ BE CLEAR

Have a clear message and call to action. **Stick to three key points.** Tell them why what you say is important and what it is exactly that you want them to do.

■ BE BRIEF

Don't go over your allotted time. Better to leave people wanting more than wanting to get rid of you.

■ DISTRIBUTE HAND-OUTS AFTER YOUR REMARKS

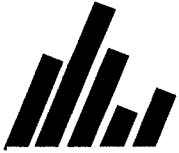
Otherwise, some in your audience will spend their time leafing through the hand-out instead of listening to you.

■ PREPARE FOR QUESTIONS

Think about the questions people might ask and how you might answer before you give your presentation. Practice your answers, especially to questions that might be difficult.

■ REMEMBER TO SAY THANK YOU

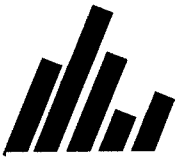
Thank the group for giving you the opportunity to speak to them.



HOW TO WRITE AN EFFECTIVE LETTER

- Write on personal or business letterhead. If possible, type your letter. If you hand write your letter, make sure your writing is legible.
- Identify yourself. I'm a constituent who....
- Explain your relationship to the issue: I am a trustee or I am a Friend of the Library.
- Be brief. Limit yourself to one or two pages, no longer.
- Focus on one issue per letter. You lose your impact if you try to address several issues at once.
- Be sure to include your name, address and phone number. Often, envelopes are separated from the letter. Make sure your address and phone number are on your letter.
- Give reasons for your point of view. Personal experience is always best. Tell how it affects you personally, why you feel the way you do.
- Be reasonable. Councillors and MPPs are human too. Don't ask for the impossible.
- Be specific about what you want. 'We want to retain autonomous library boards in our community.'
- Don't send a form letter. Form letters look like they're part of an organized pressure campaign and don't have as much impact as a personal letter.
- Always say thank you. Very few people remember to say thank you. When your councillors or MPPs do something right don't be shy about letting them know that you think they are doing a good job.

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TEN BASIC RULES FOR MEETING YOUR MPP

1. FIRST THINGS FIRST

Don't be upset if in contacting a politician to set up a meeting, you are screened by a staff member first to find out as much as possible on your subject.

Be forthright with the politician's staff and be prepared to put in writing what the purpose of your meeting with the politician will be. Politicians hate surprises.

2. YOUR DEADLINE FOR THE MEETING IS IRRELEVANT

Make your contact early enough so that your date and the Minister's 'earliest convenience' can be around the same time.

Don't be overly aggressive or demanding, or you may wait longer.

Remember that the politician has homework to do, which will take time.

3. THEIR TIME IS NOT YOUR TIME

Find out what the politician knows, then use the time you have with him/her to help him with things he doesn't know.

If you assume the politician knows nothing, that's an insult. Plus you waste time going over old ground.

4. THE WHOLE CROWD IS NOT REQUIRED

Keep your group small. There's no strength in numbers, just annoyance.

5. PRACTICE, PRACTICE, PRACTICE

Prepare well ahead of time and know who is going to say what.

6. NO WALLPAPER

The fewer pieces of paper the better. The politician will not have time to read a lot of paper, and these days there is a real sensitivity to saving trees.

7. POLITICIANS CAN READ

Leave written information behind, don't read it to the politician. This is insulting.

Use time to stress the most important points.

8. 20 QUESTIONS

Leave lots of time for questions; that is the most valuable part of your time together.

9. NOT DONE YET

Don't leave without asking to whom else you should be talking. Make sure you see them, too.

10. THE ANSWER WILL BE 'NO ANSWER'

At the point of being lobbied, no politician in his right mind would make a commitment on the spot.

The best you can do is say: "And we hope to hear from you soon?"

If the answer is "yes", the politician will contact you; if "no", it will be his staff.

If you get no answer from the politician, go to his constituency office or leave a message on his home telephone answering machine.

(Originally entitled '10 Basic Rules for Lobbying' from a workshop given by the Honourable Ralph Klein before he was elected Premier of Alberta. Courtesy of Pat Cavill Consulting, Calgary)