



MLTA Newsletter

Manitoba Library Trustees Association
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www.mlta.ca

April 2013

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We welcome volunteers for any of our vacant positions or to be a member-at-large. Contact Donna K. if you are interested or have questions.

Our aim is to have representation from across the province.

Canadian Library Association National Conference & Trade Show May 29 – June 1, 2013 Winnipeg Convention Centre

<http://www.cla.ca/conference/2013>

There is a preferential group rate registration of \$475 through Manitoba Libraries Association if you register in April.
If you join CLA as a retired member (\$50), the conference fee is \$150.

Sample sessions of interest to public library trustees:

Inaugural meeting of the CLA Trustee Network (Thursday May 30, 11:00am)

Library Board Checkup: How does yours rate?

Library mergers

Institutional reviews and planning

Embracing continuous improvement

Leveraging the crisis

Marketing libraries

The role of unions in the library community

Taking your library to the street

Strategies for community engagement

Technology: eBooks update and hands-on learning

Making connections with youth in the library

Intellectual freedom

2013 MLTA Board of Directors

Chair – Donna Kormilo, Brandon kormilod@mymts.net

Western Manitoba Regional Library Board

Past Chair – Marvin Plett, Winkler mp@mymts.net

Deputy Mayor, City of Winkler

Vice Chair – (vacant)

Secretary – (vacant)

Treasurer – Dave Walker, Erickson

carol.dave.walker@gmail.com

Parkland Regional Library Board

Members-at-large:

Diane Bazin, Notre-Dame-de-Lourdes dbazin@sfm.mb.ca

Fédération de bibliothèques des municipalités bilingues du Manitoba (FBMB); Bibliothèque Père-Champagne

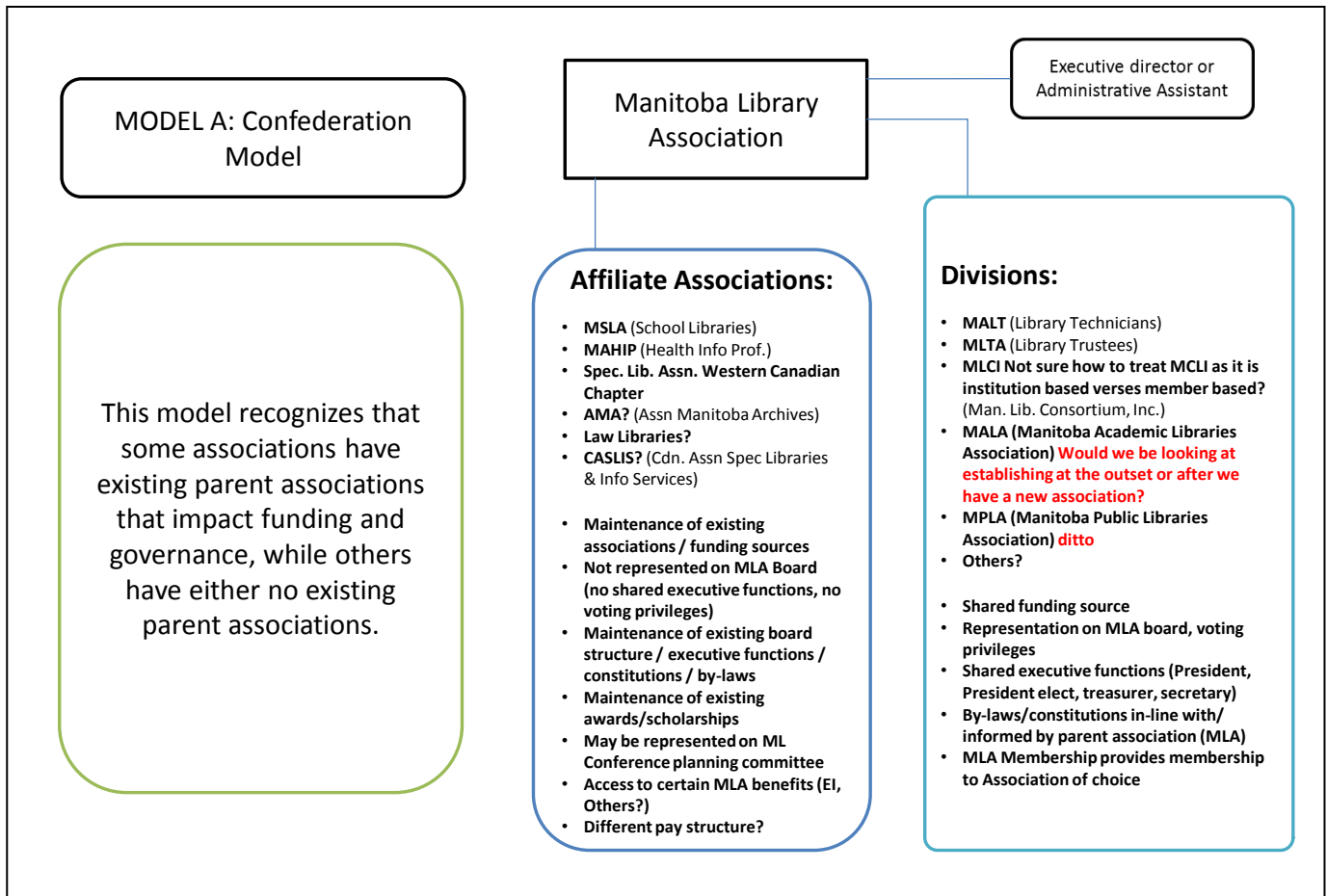
David Chung, Winnipeg dchung62@gmail.com

Winnipeg Public Library Board

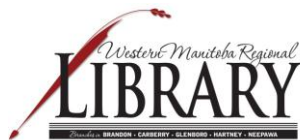
Ted Klassen – Altona tedkla@gmail.com

South Central Regional Library Board

To promote and foster the advancement of public library service



The diagram above is the model that the Manitoba Libraries Assn. Working Group is discussing. There's a lot to think about as we look at the possibility of bringing the various library associations in Manitoba under one umbrella. **Will public library trustee needs and concerns be adequately addressed?** MLTA Chair Donna Kormilo is a member of the Working Group.



Inspire the Next Chapter . . .

*How satisfied are you with your local public library? Is it meeting your needs? How can we serve you better?
Help us write the next chapter in library service as the Board develops its action plan for the future.*

The Western Manitoba Regional Library (WMRL) has public library branches in Brandon, Carberry, Glenboro, Hartney and Neepawa. The WMRL Board is starting a strategic planning process and is seeking input from trustees, staff, library card holders and community members of all ages. Using its mission, vision and guiding principles as a reference basis, a satisfaction survey was developed using "Survey Monkey", an on-line resource. From April 8 to May 8, the questionnaire will be open for completion, either on-line at the WMRL homepage, or in-person at any branch location. The responses will be tabulated and used as a part of the SWOT analysis that will lead to the identification of key goal and action plan areas. The Board is aiming to have its strategic plan finalized by October.

Manitoba Library Trustees Association *Trustee of Distinction Award*

These are awarded at the MLTA Annual General Meeting in November. Deadline for nominations is September 30.

Nomination form can be found on the MLTA website in the "About MLTA" section
<http://mlta.ca/wp-content/uploads/2012/06/Trustee-of-Distinction-generic-application.pdf>



Launches Website

By Diane Bazin

Some fifteen representatives of eight libraries and three outreach units were in a festive mood on February 4th, 2013. They were gathered together on a rather typical, mildly stormy Manitoba evening in the Lorette Region Collegiate library, a bilingual community south of Winnipeg. They even had guests from Brandon: Trevor Surgenor, Director, and Denise Weir, Regional Library Consultant, from Manitoba Public Library Services. What a day to be on the roads! What in the world was the occasion?

Well, they were attending one of the three regular exchange meetings per year of the “**Fédération des bibliothèques des municipalités bilingues**” (FBMB) – the **Federation of Bilingual Municipal Libraries**, where its bilingual libraries representatives meet, on a rotating host-library schedule, to discuss relevant challenges and successes, as well as to exchange a variety of French library materials. But to put the icing on the cake, this meeting also included the long-time awaited launch of the FBMB’s website – a two-year undertaking.

The new site address is www.fbmb.ca. We encourage everyone to go take a look. The project is still on-going. A good portion of all the information on the site is already translated and available in French and English, with more to come. All eight member libraries have built-in websites of their own on this new website! For five of these eight, it’s their first website.

Thanks to some hard work from Denis Durand of IT Professional, and the many hours of coordination from Claudette Baldwin and Rolande Durand, the FBMB now has its own website. Communications between its library members and partners will be improved, and will allow its library members to improve communications with each of their own clients, partners and communities. The FBMB has reached the age of technology!

With all the new tools and social media out there, this is only the first step toward remaining at the fore-front of this new age. Many of the FBMB’s member libraries already lend out e-readers and offer e-books, etc. These are exciting times! Things are in constant change. New tools and new methods of learning and reading (for pleasure, training and education) are popping-up almost every month. Electronic readers, iPads, iPhones, iPod touches, Blackberry Notebooks, etc. These are all tools that are now readily heard of and used in our world, but which weren’t even in our vocabulary ten, fifteen years ago.

One thing hasn’t changed: the passion for reading! Reading is still one of the most popular past-times in the world. And why not? It’s the cheapest way to let your mind travel and experience new adventures! It’s an integrated and simple form of teaching and learning.

The FBMB member libraries are ready and waiting for its clients, new and old, to take advantage of their facilities and services. Stop by, either in person or via their websites, to see what they have to offer their members.

Diane Bazin is a member of the MLTA Board, FBMB and is a Board member of Bibliothèque Père Champagne in Notre-Dame-de-Lourdes.

www.fbmb.ca

Fédération des bibliothèques des municipalités bilingues

Federation of Bilingual Municipal Libraries of Manitoba

There is an FBMB website link on the www.mlta.ca homepage, bottom left hand corner.

Which communities in Manitoba have bilingual public libraries?

La Broquerie, Ste-Anne, Notre-Dame-de-Lourdes, St- Adolphe, St-Jean-Baptiste, Ste-Agathe, Ile-des-Chênes, St. Claude, St-Malo, St-Georges, Lorette, St-Pierre-Jolys, and St. Boniface branch of the Winnipeg Public Library.

Did you know that the www.mlta.ca website is available in English and French?

Directing and Protecting: Board Governance Best Practices for Non-Profits

As presented by David Hartley, Consultant for Non-Profit Leaders

12 Principles of Governance that POWER Exceptional Boards

1. **Strong partnership** with the executive director.
2. **Mission driven** – shape and uphold the mission, articulate a compelling vision, and ensure congruence between decisions and core values. The Board's mission statement should be front and centre of every meeting (e.g. printed on every agenda, displayed prominently on wall).
3. **Strategic thinking** – exceptional boards allocate time to what matters most and continuously engage in strategic thinking to hone the organization's direction. Set strategic direction and have a monitoring report related to the strategic plan presented quarterly.
4. **Culture of inquiry** – have a real culture of inquiry, mutual respect, and constructive debate that leads to sound and shared decision making. **Every agenda should have discussion questions on it.** Encourage open dialogue. Interesting and relevant discussions increase engagement, interest, involvement, and commitment.
5. **Independent-mindedness** – when making decisions, board members put the interests of the organization above all else.
6. **Ensure integrity** – promote strong ethical values and disciplined compliance by establishing appropriate mechanisms for active oversight. (e.g. review financial statements, have audits done, evaluate the executive director, do a risk map, ensure appropriate insurance, revise bylaws as necessary)
7. **Ensure transparency** – ensure that donors, stakeholders and interested members of the public have access to appropriate and accurate information regarding finances, operations and results.
8. **Help sustainability** – link bold visions and ambitious plans to financial support, expertise, and networks of influence. (e.g. balanced budget, fundraising, monitor investments, promote organization in the community).
9. **Results-oriented** – measure the organization's advancement towards mission and evaluate the performance of major programs and services.
10. **Intentional Board practices and structures** to fulfill essential governance duties and to support organizational priorities (e.g. board size, committees, short-term task forces and meeting structure to accomplish the work of the board. Document practices, policies and decisions.)
11. **Embrace learning** and operate with a spirit of continuous improvement. Annually evaluate board and member performance. Establish an action plan each year to work on governance deficiencies. Orient new members in such areas as programs, finances, history, strategic direction, organizational structure, and board roles.
12. **Pass the baton well** – planned turnover, thoughtful recruitment, and inclusiveness. Include important voices at the board table.

Volunteer Manitoba together with The Rural Development Institute hosted a one-day training session in Brandon on Sat. March 16, 2013. It was attended by MLTA Chair Donna Kormilo, PLS Regional Libraries Consultant Denise Weir, and Mary Anne Lamy, Coordinator, Border Regional Library. If you would like to find out more about what was presented, please contact them.



Dalhousie University (Halifax) has on-line resources for improving Board governance from their Non-Profit Sector Leadership Program. These resources may be freely copied as is or adapted by voluntary organizations for their own use. E.g. good board practices, how to have better conversations, legal responsibilities, code of conduct, in-camera meetings, Human Resource management policies.

<http://collegeofcontinuinged.dal.ca/Continuing%20Management%20Education/Non-Profit%20Sector%20Leadership/index.php>

Dalhousie Continuing Education Dept. has developed a **Board Self-Evaluation Questionnaire: A tool for improving governance practice for voluntary and community organizations.** It is not in their bank of on-line resources. **A copy of it will be available on the MLTA website in Trustee Learning – Trustee Development – Board self-evaluation section.**

Altona Branch of South Central Regional Library Buy a Bookshelf Campaign

The **Altona Library** received a \$4,500 grant from the Thomas Sill Foundation Inc. but still needed to raise \$4,500 more to cover the \$9,000 cost of new shelving. Hence, the "**Buy a Bookshelf**" campaign that began a year ago. By mid-autumn, the library had raised \$5,100 through the "Buy a Bookshelf" donations. People could purchase a shelf for \$100 or a bank of shelving for \$500. If they wished, their purchase could be commemorated on a plaque bearing their name, or if they preferred, the name of a child, grandchild, or in memory of a loved one. The donors were recognized at a tea on March 23.



Liz Forrester,
Branch Librarian
of Altona
Library, affixes a
shelf label.

Winnipeg Public Library Books2Eat

On Saturday April 6, the Millennium Library was a tasty place to be. WPL and its Board invited book lovers, chefs and those who enjoy a good pun to create an edible piece of art that has something to do with books. The cakes were on display for public viewing, voting, and tasting. The afternoon also featured food related family story time and crafts, and a selection of 30-minute food related presentations.

Eat any good books lately?



Canadian Library Association Trustees Network Website

Networking for Canada's library trustees and library boards

<http://clatrusteenetwork.wordpress.com/>

Look for info from trustees in other provinces
Write and/or read commentaries

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Did you know that . . . ?

- The **Brandon Branch** of the **Western Manitoba Regional Library** has a new arrival – a brand new receipt printer. Good-bye stamped cards, hello better use of staff time.
- Across the province, February was busy with **I Love to Read month** activities. **Dauphin Public Library** took stories out to kids in daycares, had e-book workshops, an evening coffee house with entertainment, and had players from the Dauphin Kings hockey team in as guest readers. The **coffee house** idea has been so well received that they may make the series more than once a month. For April, in recognition of national poetry month, the coffee house will feature a violinist and a selection of poetry readings.



Coffee house performers Sam Smith and Jordan Zaporzan

- **Pecha Kucha** is the art of concise presentations that follow the "20 images x 20 seconds" rule. **Dauphin Public Library** has had a few PK nights, with about six presenters per night, for an hour or so of entertainment, with a light snack thrown in for good measure. Their presentations have included a songwriter, a zen-doodle artist, family stories, internet-based genealogy project, a fictional horror story, road trips, bee operations and pysanka making. "Now that more people have seen the presentations it is easier to explain and recruit presenters," states Jean-Louis Guillas, Director, Parkland Regional Library. "The evenings have been a . . . fun way to get people in the community sharing their experiences."
- **Bibliothèque Père-Champagne Library** has launched its 2nd **read-a-thon**, running from Feb. 13th to April 30th, with prizes for all ages, from newborns to adults, including several bikes, books, toys, an iPod touch and a glow Kobo. This annual activity has four objectives : to promote reading; to encourage reading; to encourage visits to any and all libraries; and as their main fund-raising event for the year.

Library Activity in the Province

What is your library/board proud of? What projects are underway/just completed? Send your info and photos to manitobalibrarytrusteesassn@gmail.com



Library Merger Considerations

by
Denise Weir, Regional Library Consultant
Public Library Services Branch of Manitoba

Manitoba municipalities are being asked by the province to consider amalgamating with specific directives given to municipalities with populations under 1,000 (2011 Census). Your local municipalities have received a guide to developing their amalgamation plans of which library service will be a component. As public library trustees, this is your opportunity to influence the outcome of library service provisions for residents of your entire region, not just your municipality.

There is historical precedence for library mergers in Manitoba. Present-day Winnipeg Public Library system is a result of municipal mergers that created greater Winnipeg in the 1970s. While this merger impacted nine library systems, more recent municipal mergers (RM of Turtle Mountain and Town of Killarney, and RM of Shoal Lake and Town of Shoal Lake) merely resulted in the consolidation of municipal councils without changing service populations or delivery methods in Lakeland Regional Library or Parkland Regional Library, respectively.

What is a merger?

"A merger is the combination of two or more separate organizations into one legal entity. Program, administration, governance functions are all combined."¹ Revenue Canada defines a merger as the termination of one entity and the transfer of its assets to another registered charity. A consolidation, according to Revenue Canada, is the dissolving of all original bodies and transferring of assets to a new entity.²

Why Merge?

Research in the non-profit sector suggests that mergers decisions are based on strategic plans to enhance/expand services or survival requirements of the organization.³ While mergers can result from a natural progression of an existing partnership, requirements from funders is also a common reason to initiate the process.⁴

When proactively considering a merger, library boards might want to explore the following questions:

- Would a merger advance your board's vision for library service?
- Is the library looking for ways to gain new skills and/or improve infrastructure?
- Are there services that could be complemented or enhanced for the public?
- Are you experiencing/anticipating a turnover at the executive officer level?
- Do you have difficulty retaining key staff?
- Is it difficult to recruit/retain board members?
- Are your board members burnt out?
- Have you experienced a steep increase in overhead/administrative costs?
- Have you lost a funding source, or is this likely in the near future?
- Are you annually budgeting uncommitted revenues (deficit) or unable to spend designated grant dollars?
- Have funders indicated that they would like to see your organization merge?

¹ "Synopsis: Success Factors in Nonprofit Mergers". MAP for Nonprofits and Wilder Research, July, 2012. www.wilder.org/Wilder-Research/Publications/Studies/Nonprofit%20Mergers/Synopsis%20-%20Success%20Factors%20in%20Nonprofit%20Mergers.pdf (Access March 11, 2013)

² Canada Revenue Agency Letter, January 23, 2013.

³ Synopsis

⁴ Blumberg, Mark, "Mergers and Amalgamations in the Canadian Nonprofit and Charitable Sector." *The Philanthropist*, 22, no1 (2009) <http://www.thephilanthropist.ca/index.php/phil/article/view/509/516> (accessed March 11, 2013).

Answering “yes” to several of these questions indicates a merger may be a possibility.¹ (Adapted from *Merge Minnesota: Nonprofit Merger as an Opportunity for Survival and Growth*.)

Proactive Mergers Merging Multiple Autonomous Libraries

Define Vision and Values

Before engaging in a merger process, library boards may want to clearly articulate their library service values and priorities based on community-driven expectation. The Community-Led Libraries Toolkit (http://www.librariesincommunities.ca/resources/Community-Led_Libraries_Toolkit.pdf) is a Canadian resource that outlines steps for creating socially-inclusive library services with long-term viability.² Know what your community wants and why it is important.

Build Relationships and Identify Partners

Research suggests that successful mergers are built from foundations of trust. Strong working-relationships between organizations at the executive officer level and board members championing the process are fundamental to success of the project. Creating goodwill at the staff and community levels requires consultation and communication to solicit input and identify benefits. “Collaborating partners need to develop effective, formal and informal ways in which the library clientele can be informed of the advantages and benefits of the collaboration. Frequent announcements, visible evidence and concrete examples should be coordinated for release by all the partners for optimum effect.”³ Discussions for potential mergers should begin early to test the feasibility of the merger. Citizens tend to access services and employment within regions.

In determining your library’s merger partners, consider the following:

- Where do citizens of the library service area access work, business, and school?
- If a municipal merger splits a library service population, consider if the merged library system would continue to be viable.
- If the library merges, would stationary or mobile branches be no further than 30 minutes apart?⁴
- How would the merger enhance library services for the public?
- How will the merger achieve efficiencies in administration and governance?

Merger partners will want to openly share and discuss budgets and finances, merging of assets; ownership of library facilities; assurances for continued operation of multiple library outlets; and public reactions to a merger. In the case of library consolidation, as defined by Revenue Canada, all registered charity numbers would be relinquished and the new entity would apply for a new registered charity status.

Benefits of Mergers

Loss of autonomy is a common concern in a merger situation. Under the Public Libraries Act, local representation is assured in a regional library board. Representation consists of “two or three members from each municipality that is party to the agreement establishing the (regional) library”.⁵ If an existing regional library’s funding municipalities merged, the library could become a municipal (single local government) library system, which

¹ Reed, Ron (MAP for Nonprofits) and Susan Dowd (Library Strategies Consulting Group, The Friends of Saint Paul’s Public Library), *Merge Minnesota: Nonprofit Merger As An Opportunity for Survival and Growth*. (2009), 14 -15.

http://nonprofitfinancefund.org/files/images/initiatives/mergeminnnesota_mapfornonprofits.pdf (accessed March 11, 2013).

² “Community-Led Libraries” Library Leadership Blog by Kenhaycock.com emailed to Public Library Services March 5, 2013.

³ Shepard, Murray. “Library Collaboration: What makes it work?” (keynote paper presented at the International Association of Scientific and Technological University Libraries, Krakow, Poland, May 30 –June 3, 2004)

http://www.iatul.org/doclibrary/public/conf_proceedings/2004/murray20sheperd.pdf (accessed March 13, 2013)

⁴ Section 2.3.3, Municipal and Regional Public Library Standards.

http://www.gov.mb.ca/chc/pls/pdf/librarystandardsguidelines_e_web.pdf (accessed March 11, 2013)

⁵ Public Libraries Act, 24 (1). <https://web2.gov.mb.ca/laws/statutes/ccsm/p220e.php>. (accessed March 11, 2013)

would reduce the number of board members required to three, five, or seven representatives.⁶ If a regional library is experiencing difficulties in attracting board members, a municipal merger could resolve the issue.

Mergers may also bring intangible benefits. Strategically pooling intellectual, financial and technical resources might enhance services by attracting or leveraging expertise at the staff and board levels.⁷ Creating larger service populations might increase the availability of volunteers to further the values and mission of the library. Research suggests that high-impact organizations approach volunteers with compatible values and political, social, and economic influence to be board members or general supporters.⁸

Types of Library Mergers

Under the Public Libraries Act, municipal governments have the following options for partnerships:

- Municipal library mergers (29 (1, 2, 3))
- Municipalities joining an established regional library (29 (4))
- Regional Library merger (29 (5))
- Municipal library and regional library merger (29 (6))

Process for Merger (Consolidation) of Municipal Libraries

Under the Public Libraries Act 29 (1), two or more municipal library boards must each pass a resolution recommending a merger and submit the resolution to their respective municipalities. In turn, these municipalities would each pass by-laws requiring the proper officers of the municipalities to negotiate and execute, on behalf of, and in the names of the respective municipalities an agreement for the merger of the library systems and the establishment of a regional library. Unlike the usual establishment process, by-laws for the creation of a regional library through a merger do not require approval by the Municipal Board (29 (2)). Officers executing the agreement will follow the unique circumstances addressed in the creation of the agreement to establish the regional library and the library board. (29 (3)).

The province would require the following merger documents to create a regional library:

- Resolution noted in the library minutes and accompanying letter of recommendation to merge
- Municipal by-laws authorizing the merger
- Agreement signed by the municipalities to create a regional library
- Board member names
- An interim budget for the creation of the library system
- Plan outlining activities and timelines for integration of the systems
- Location of the headquarters for the system
- Name of the library administrator/director

The documents would require approval by the Minister of Culture, Heritage and Tourism.

Process for Joining an Existing Regional Library

Municipalities wishing to join an existing regional library pass a by-law authorizing their officers to negotiate an agreement between the municipality and the regional library board. The Municipal Board and the Minister of Culture, Heritage and Tourism are required to approve the establishment of library service under (29 (4)) of the Public Libraries Act.

The province requires:

- Municipal by-law authorizing the agreement
- Agreement signed by the joining municipality and the library board
- Board member names

Budgeting and reporting activities would be accomplished as outlined in the library grant application process.

⁶ *Ibid.*,15 (1)

⁷ Shepard.

⁸ Leslie R. Crutchfield and Heather McLeod Grant, *Forces for Good: The Six Practices of High-Impact Nonprofits*. (San Francisco: John Wiley & Sons, Inc., 2012), 115 – 116.

Process of Merger (Consolidation) of Regional Library Systems

The board of two or more regional library systems are required to pass resolutions recommending a merger to their respective funding municipalities. Each of the municipalities would pass by-laws authorizing their officers to negotiate and sign an agreement to create the new regional library system and establish a board.

A library created under this process would require approval from the Minister of Culture, Heritage and Tourism and would need to submit:

- Resolution noted in the library minutes and accompanying letter of recommendation to merge
- Municipal by-laws authorizing the merger
- Agreement signed by the municipalities to create a regional library
- Board member names
- An interim budget for the creation of the library system
- Plan outlining activities and timelines for integration of the systems
- Location of the headquarters for the system
- Name of the library administrator/director

Process for Merging a Municipal and Regional Library

The municipal library board is required to pass a resolution recommending to their municipal council that they merge with an established regional library. The municipality would pass by-laws authorizing their officers to negotiate and sign an agreement with the regional library board. In this scenario, the municipal library would relinquish its registered charitable status.

A library created under this process would require approval from the Minister of Culture, Heritage and Tourism and would need to submit:

- Resolution noted in the library minutes and accompanying letter of recommendation to merge
- Municipal by-laws authorizing the merger
- Agreement signed by the municipalities to create a regional library
- Board member names
- An interim budget for the creation of the library system
- Plan outlining activities and timelines for integration of the systems
- Location of headquarters and library administrator/director if there is a change

Experience from non-profit mergers suggests a timeframe of at least a year is necessary to research and identify the pros and cons of a merger. Understanding social, demographic, and technology trends and demands is critical to design library services that leverage resources and expertise. Ensuring libraries remain the literacy and technology hub for the community is a challenge to be addressed in collaboration with multiple partners.

Denise Weir is the Regional Library Consultant for Manitoba Culture, Heritage and Tourism based at the Public Library Services Branch in Brandon. Those interested in receiving more information, or to discuss this issue, are invited to contact Denise directly by calling 1-888-841-3326 or by email Denise.Weir@gov.mb.ca

