

Strategic and Organizational Briefing

The following provides a summary of activities of CFLA-FCAB from 2024 to 2026, undertaken to create a more effective and resilient organization that provides value to its members across library sectors.

Creating Organizational Resilience for Advocacy

In 2024, CFLA-FCAB undertook extensive consultation related to communication, governance and accountability. The core focus areas for policy and advocacy remained unchanged: Indigenous matters, copyright, intellectual freedom, cataloguing and metadata, and climate literacy. The following summarizes needs heard by CFLA and the CFLA Board’s response.

Identified Need	CFLA Board Action
Committees need clear mandates, terms of reference and appointment processes that align with sector and Board priorities	<p>Dissolved committees and established task forces with board approved mandate, terms of reference, and deliverables in Sep 2025. Refining approach in 2026 to ensure member association endorsement.</p> <p>Established liaison roles held by individuals for national and international committees & partnerships in 2025, will implement terms of reference and communicate via CFLA website in 2026</p>
Board continuity, transparency and accountability	<p>Extended terms of executive officers to 2 years in bylaws in Feb 2025 and planning subsequent bylaw changes for Feb 2027.</p> <p>Improved board and task force recruitment in 2025-2026 and improving onboarding in 2026.</p> <p>Established quarterly newsletter in 2025 and will continue to improve communication in 2026 through website.</p>
Unclear value proposition for member associations	<p>Reviewed resourcing in 2024, clarified value proposition in 2025, and implementing in 2026.</p> <p>Restored executive director staffing in May 2025 to provide appropriate vision and strategy for national federation.</p> <p>Overhauled accounting, invoicing, financial and records management in 2025 and began transition to common membership renewal date for Sep 2026.</p>

	<p>Undertaking financial review in June 2026 and will identify any needed bylaw changes by Oct 2026.</p> <p>Clarified focus on national policy and legislation that affects libraries in 2025-2026 and that does not duplicate work of member associations</p> <p>Began to build relationships with federal departments for more effective advocacy in 2025 (ongoing).</p> <p>Re-established national forum at OLA Superconference in Jan 2026, co-presented with IFLA North American Regional Division committee for 2026.</p> <p>Initiated monthly policy news update to position CFLA as source of national policy information affecting libraries in May 2026.</p>
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Successful Initiatives for Advocacy 2024 to 2026

Research identifies that effective policy advocacy is built on establishing relationships with policy makers before a crisis occurs. CFLA's focus in 2025 has been on building relationships that can influence national policy that affects libraries, demonstrating that libraries recognize federal priorities and can participate in solutions. This has been successful in the following areas:

1. Public Safety Canada invited CFLA to participate in ongoing activities bringing together professional associations in Canada to support community engagement and to combat extremist violence. Lita Barrie and Asa Kachan attending next meeting in September (federally funded).
2. Elections Canada invited CFLA and The Alberta Library to undertake a cross-sector project in preparation for the next election, to include ABPQ and others (federally funded).
3. CFLA representative Victoria Owen attended UN World Intellectual Property Organization Standing Committee on Copyright and Related Rights in May 2026, providing statement on role of libraries and maintaining relationships with Industry Canada/Canadian Heritage representatives
4. Representing libraries at DAISY Consortium Canada to support availability of accessible content for people with disabilities.
5. Participate in Library and Archives Canada stakeholders forum

6. Participate in Library and Archives Canada GLAM Community of Interest and Co-Chair of AI Working Group. Community of Interest topics included AI, intellectual freedom and impact of the GLAM sector. The AI working group discussed a sector-wide position and identified collaboration opportunities.
7. Coordinated contact with library network and distribution of information for the Financial Consumer Agency of Canada (part of Public Affairs Canada) National Financial Literacy Strategy.
8. Provided Libraries as Social Infrastructure toolkit for advocacy as part of 2025 Federal Election to recognize libraries as essential community hubs by providing federal funding, supporting relationship building at local levels with prospective MPs.
9. Environment and Climate Change Canada provided \$23,000 in foundational funding to develop a national campaign to educate library professionals on their role in the climate crisis and create scalable tools for public, school, and academic libraries to improve community climate literacy.
10. CFLA with Environment and Climate Change Canada signed a multi-year collaborative agreement until March 31, 2028 to share information to encourage Canadians to learn about and take action on nature conservation and climate adaptation.
11. CFLA has submitted annually as part of the federal budget consultations, aligned with member associations and partners.
12. Supported Alberta libraries in 2026 by co-drafting templates for letters that could be sent from libraries and sector organizations outside Alberta during the Bill 28 process, and establishing a clearer coordination role for CFLA when local or provincial issues have potential national impact.

In addition to growing relationships across the federal government, CFLA has maintained activities related to core policy areas including copyright, intellectual freedom, and metadata standards, including:

- CFLA Chair on Advisory Committee of Centre for Free Expression at Toronto Metropolitan University, and CFLA collaborates to maintain and grow the Intellectual Freedom Challenges database
- Recognized significant contributions to the field by Toni Samek and Dick Ellis with the Intellectual Freedom Award
- Co-published with CARL: *Accessible Content: A Guide to the Canadian Copyright Act*, providing practical advice for libraries on providing alternate formats for people with perceptual disabilities (2024)
- Co-published with CARL: *Navigating Copyright for Crown-Published Works* offering a code of best practices for libraries (2024).

- Endorsed the *Cataloguing Code of Ethics* in 2024, a joint project with the ALA and CILIP in 2021, and provided French translation.

Working Together as CFLA in the Future

CFLA-FCAB is the united voice of Canada's libraries. Together, we work to influence public policy, advance library excellence, and raise the visibility of libraries in Canada to advance our national intellectual, social, economic, and cultural success.

A core function of the CFLA is to influence the public policy environments in which libraries operate. CFLA will continue to fulfill this role by building direct, strategic relationships with federal government departments that actively demonstrate libraries' value, and bringing in member associations when specific initiatives arise. This vision for ongoing engagement that represents libraries across sectors is CFLA-FCAB's primary value proposition. Maintaining this focus will ensure successful and impactful advocacy for the future and continue to shape a supportive national policy environment for libraries.

CFLA will build communication that provides clarity on the focused role of the federation to positively affect the federal policy environment for libraries, coordinate across library sectors on national policy initiatives, and inform and educate libraries about relevant policy areas and effective ways to promote change.

While CFLA's primary focus for the future is outward, continuing to implement necessary changes to governance and management will continue in 2026 and 2027, including a financial review to identify and implement changes needed for a sustainable revenue model and planning bylaw updates if necessary for 2027.