



**ALBERTA RETIRED
TEACHERS' ASSOCIATION**

Fundamentals of Advocacy

August 2023





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Section 1 – STRATEGIC DIRECTION

ARTA Strategic Goals, Outcomes and Planning Framework

GOALS	OUTCOMES
 ARTA fosters vibrant, engaged, and informed members	ARTA is a resource centre for its members, branches and affiliates; providing information about ARTA and its services, as well as links to other sources.
	ARTA, utilizing sound research, understands the needs and interests of its current and potential members.
	ARTA is knowledgeable about the services and resources available to meet the needs and interests of its current and potential members.
	ARTA provides the most comprehensive and beneficial insurance and benefits programs for its members and affiliates.
 ARTA promotes healthy, active and enhanced quality of life for retired people	ARTA provides a forum for stakeholder groups to address, coordinate and evaluate wellness activities.
	ARTA coordinates the identification of needs related to wellness for ARTA's members.
	ARTA coordinates and facilitates an action plan to address current wellness needs as identified.
	ARTA provides a system for communicating, maintaining and promoting wellness activities within ARTA.
 ARTA ensures a unified voice is heard on issues affecting current and future retired individuals	ARTA's Board and staff and appropriate Branch representatives are knowledgeable and skilled in advocacy.
	ARTA is strategically linked with ARTA branches, retiree groups and government agencies to gain information and to establish a unified voice.
	ARTA has well-researched and articulated positions on the most important issues affecting retired teachers and individuals.
	ARTA supports the cause of education and the teaching profession in Alberta.
 ARTA nurtures leadership, encourages communication, recognizes achievement and embraces sustainability	ARTA operates an infrastructure of communications tools to ensure the accurate timely dispersal of information to its members.
	ARTA's board members, staff and appropriate branch representatives are offered opportunities for continued education and skills training to succeed in their roles.
	ARTA has a sustainable model for operations, governance, fiscal planning and human resources that is adaptable for fluctuations in capacity and continued membership growth.
	ARTA provides strong leadership for staff, the branches and members through its Executive Director & CEO and Executive Committee.

STRATEGIC PLANNING PROCESS

Evolution of ARTA's Strategic Plan

This planning process illustrates how ARTA engages its organizational structure to effect change. Through sound research, and a well-thought-out vision and strategic direction, the organization works through its board and committee structure to develop business plans to ensure that we are moving towards the goals that drive success within our association.





Section 2 – ADVOCACY IN ARTA’S BYLAWS

Bylaw 1 Type of Organization

Section 2

1. ARTA shall be non-sectarian and non-partisan.

Bylaw 3 Composition of Membership

Section 2 Rights and Responsibilities of Full Members

2. Voting members may submit resolutions, nominations or suggestions to either their Branch, the Board of Directors or to the Annual General Meeting for discussion and decision.

Bylaw 6 Management

Section 2 Duties and Powers of the ARTA Board of Directors

1. The Board of Directors may make interim appointments, create ad hoc committees as required, and shall deal with the policy and business of ARTA between Annual General Meetings.

Section 8 Appointments

3. Any ARTA member may be appointed as an official representative to any other organization by the Board of Directors.
4. All appointments made under this Bylaw 6 section 8 shall be reported at the AGM.



Section 3 – ADVOCACY IN ARTA'S POLICIES & PROCEDURES

SECTION A: ORGANIZATIONAL FRAMEWORK

1.0 Mission Statement

- 1.1 The Alberta Retired Teachers' Association (ARTA) supports an engaged lifestyle after retirement through member-centered services, advocacy, communication, wellness and leadership.

2.0 ARTA's Vision: Looking Ahead

- 2.1 From the classroom and beyond, the Alberta Retired Teachers' Association and its members are linked by a common purpose – to ensure a healthy, active, engaged and vibrant lifestyle after retirement. We are all part of something special, a bond that unites us and our community. Membership in the association facilitates the continuation of fellowship in our profession that now extends into retirement.

ARTA is a vibrant association. Our membership of retired educator and like-minded professionals is engaged and informed; the true strength behind our association is the passion of these members.

ARTA and its members have an enhanced quality of life; healthy, active members enjoy the benefits of being a member of our association. The broader community also benefits from the work ARTA has done in ensuring personal wellness.

ARTA and its members have a unified voice. Issues that affect our current and future members are understood and our opinions are expressed and promote action.

3.0 Objects

- 3.1 To maintain a viable recognition of ARTA as a group.;
- 3.2 To be supportive to the cause of education and the teaching profession in Alberta.;
- 3.3 To pursue ways and means of improving the welfare of our present and future members;
- 3.4 To encourage and promote the interests of the branches established in accordance with ARTA's Bylaws;
- 3.5 To promote good fellowship among our members;
- 3.6 To promote communication among our membership, between our branch societies, with teachers and the general public.;
- 3.7 To cooperate with our provincial and national organization that has similar aims.;
- 3.8 To promote the sharing of retired teachers' talents in the communities in



which retired teachers reside.

4.0 **ARTA Board Goals**

- 4.1 To establish and maintain a reliable link with teachers who retire;
- 4.2 To establish the acceptance of retired teachers as full partners in the governance of teachers' pensions;
- 4.3 To establish a business plan for ARTA, complete with priorities, budgets for programs, role definitions and accountability frameworks;
- 4.4 To have an effective and efficient governing body; and
- 4.5 To establish an effective working relationship with organizations sharing similar aims.

5.0 **Values**

- 5.1 An organization is established for a reason, some underlying reason that defines its purpose for existence and describes those characteristics that make it different from other organizations. At the heart of the organization there should be a core set of values that shape all decision making. LOYALTY, HONESTY, INTEGRITY, VOICE, REPRESENTATION and FAIR TREATMENT are values that establish the basis upon which the day-to-day decisions are made and implemented.


6.0 **Principles**

- 6.1 The role of the members of the ARTA Board of Directors involves the stewardship of all the organization's resources, funds, facilities, equipment and personnel. For this reason, board members will ensure all of their actions fall within normal decorum and any policies approved and as set out by the ARTA Board of Directors. In order to reflect the image we wish to project, the Board has formulated the following principles for all board members:
 - 6.1.1 Fair treatment of all ARTA members, including those of the Board of Directors;
 - 6.1.2 Recognition of the autonomy of members and the Board of Directors, giving each the freedom to espouse their own views without ridicule or disrespect;
 - 6.1.3 Desire for cooperation among members of the Board of Directors in resolving difficult situations;
 - 6.1.4 Directors that are accountable to the Board of Directors;
 - 6.1.5 A Board of Directors that is accountable to ARTA's members; and
 - 6.1.6 Adherence to the provisions of the Societies Act of Alberta, ARTA's Bylaws, ARTA's Policies and Procedures and any other related governing acts and/or regulations to those acts.



7.0 Code of Conduct

- 7.1 Board members shall conduct themselves in an ethical and professional manner. This expectation includes proper use of authority and appropriate decorum in group and individual behaviour.
 - 7.1.1 Board members must be loyal to the interests of ARTA.
 - 7.1.1.1 This loyalty supersedes the personal interest of any board member acting as an individual consumer of ARTA's services.
 - 7.1.1.2 This loyalty supersedes any advocacy or special interest groups and membership on other boards or staffs.
 - 7.1.2 Board members must avoid any conflict of interest with respect to their duty of loyalty and responsibility.
 - 7.1.2.1 There must be no self-dealing or any conduct of private business or personal services between any board member and ARTA, except as procedurally controlled to assure openness, competitive opportunity and equal access to otherwise "inside" information.
 - 7.1.2.2 The directors must not use their positions to obtain for themselves, or for their family members, employment within the ARTA.
 - 7.1.2.3 A board member considered for employment by ARTA must temporarily withdraw from board and annual general meeting (AGM) deliberations, voting and access to applicable board information.
 - 7.1.2.4 Any member employed or paid by the board may not hold elected office.
 - 7.1.3 Board members may not attempt to exercise individual authority over the organization except as explicitly set forth in ARTA's Bylaws or Policies and Procedures.
 - 7.1.3.1 Board members' interaction with the chief executive officer (CEO) & Executive Director or staff must recognize the lack of authority of any individual director or group of directors.
 - 7.1.3.2 Only the president or the president's designate has the authority to interact with the public, press or other entities on behalf of ARTA. Unless authorized to do so, the directors shall not speak for the board.
 - 7.1.3.3 Board members will not criticize the CEO and executive director or staff except as performance is assessed through board policies.
 - 7.1.4 Board members may not use board information for their own direct or indirect benefit or advantage. Board information shall be kept confidential. All proceedings of a meeting where financial information, negotiation strategies or personnel matters may be disclosed shall be kept confidential. The proceedings of any meeting of the board or any part of a meeting of the board or of any committee thereof that



is conducted in camera, including the minutes or any records thereof, shall be kept in confidence by every member of the Board of Directors, the CEO and executive director and by any member of any committee or other person invited or permitted to attend the meeting.

7.1.5 Board members may not attempt to exercise individual authority over the organization except as explicitly set forth in ARTA's Bylaws or Policies and Procedures.

8.0 Benefits of Membership

8.1 The ARTA's objects are achieved in cooperation with others. Membership benefits and support for education cannot be achieved by ARTA alone. Therefore ARTA will target among others, the following individuals or groups:

8.1.1 ARTA branches,

8.1.2 The Alberta Teachers' Association (ATA),

8.1.3 Relevant elected officials and administrative support,

8.1.4 Other like-minded groups approved by the Board of Directors.

9.0 Priorities

9.1 Creation of effective, vibrant branches;

9.2 Collaboration with appropriate groups to identify and recruit new members;

9.3 An effective communication system;

9.4 Adequate financial resources that sustain multi-year financial planning;

9.5 Allocation of adequate resources to maintain updated ARTA office services in a suitable facility;

9.6 Self-directed benefit program;

9.7 Promotion of wellness initiatives;

9.8 Development of strategic alliances;

9.9 Advocacy for issues relating to seniors; and

9.10 An enhanced membership discount program.




SECTION B: ARTA GOVERNANCE

1.0 Legal Authority of the Board of Directors

- 1.1 ARTA is incorporated under the Societies Act, RSA 2000, c S-14 (the Societies Act), and ARTA's governing documents are its application to incorporate under the Societies Act dated September 1, 1963, as subsequently amended, and its Bylaws, as amended from time to time, and these Policies and Procedures, as may be amended from time to time. The governing documents reflect the current needs and operation of ARTA. ARTA's Policies and Procedures set out the policies and procedures by which the Board of Directors governs and ensures that the board operates within its Bylaws and the Societies Act. If these Policies and Procedures or any other existing or future policy of ARTA is at variance or contradicts any of the provisions of the Bylaws as they currently exist or may exist in the future, then the Bylaws shall prevail to the extent of any such variance or contradiction.
- 1.2 The Board of Directors shall have the authority to establish, review and revise the governing documents of ARTA, subject to, as may be required by the Bylaws or the *Societies Act*, agreement by the eligible voting members at the annual general meeting (AGM) or at a special general meeting of the members.
- 1.3 The Board of Directors is responsible for ensuring ARTA operates within and in compliance with its Bylaws, Policies and Procedures and the *Societies Act*.
- 1.4 Directors shall keep apprised of any federal, provincial or municipal statutes that may apply to the activities of ARTA to ensure that the associations' practices are in accordance with these statutes.
- 1.5 Every two years the Board of Directors requires that the Governance Committee review the governing documents of ARTA and recommend changes, if any, to the Board of Directors.
- 1.6 The Governance Committee shall have unlimited access to the governing documents of ARTA.
- 1.7 Drafts or revisions of the governing documents shall be circulated to all major stakeholders in a timely manner to meet association deadlines for amendment and decision.


2.0 Governance Process

- 2.1 The Board of Directors will focus on strategic leadership that will emphasize the following considerations:
 - 2.1.1 The future, rather than the past or present;
 - 2.1.2 A clear distinction of the role of the Board of Directors and staff; and
 - 2.1.3 Being proactive.

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- 2.2 The Board of Directors will fulfill the following obligations:
 - 2.2.1 Be accountable to the membership for competent, conscientious and effective accomplishment of its obligations and goals;
 - 2.2.2 Focus on the long-term goals of the organization, not on the administrative or operational means of attaining the goals;
 - 2.2.3 Direct, control and inspire the organization through the careful deliberation and establishment of policies. (The board will initiate policy and not merely react to staff initiative);
 - 2.2.4 Enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to attendance, the treatment of individual board members with dignity and respect, respect of clarified roles, speaking with one voice and self-policing of tendencies to stray from rigorous governance;
 - 2.2.5 Monitor and regularly discuss the board's own process and performance; and
 - 2.2.6 Ensure the continuity of improvements through the Governance Committee's review and updating of governance policies.

3.0 Role Description of the Board of Directors

- 3.1 The mandate of ARTA is to achieve its mission in ethical and prudent ways. The Board of Directors is required to ensure the continuity and stability of the organization by fulfilling its role as steward of the proper governance of the association.
- 3.2 The Board of Directors shall fulfill the following functions:
 - 3.2.1 Develop written outcome policies on what benefits are to be derived, to which groups of people and at what cost;
 - 3.2.2 Write policies that address the following parameters:
 - 3.2.2.1 Outcomes;
 - 3.2.2.2 Constraints;
 - 3.2.2.3 Board governance; and
 - 3.2.2.4 Board-CEO and executive director relationship;
 - 3.2.3 Prescribe the limits and boundaries to be followed by the CEO and executive director in directing operational practices;
 - 3.2.4 Assess the CEO and executive director's performance as defined in Policies and Procedures;

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- 3.2.5 Provide accountability and connection to the membership by undertaking the following obligations:
 - 3.2.5.1 Identify, research and act upon issues concerning ARTA members;
 - 3.2.5.2 Respond to members' concerns and needs;
 - 3.2.5.3 Provide publications such as the ARTA magazine, benefit plan information, etc.;
 - 3.2.5.4 Make presentations at branch meetings, regional and local functions on behalf of ARTA; and
 - 3.2.5.5 Provide opportunities for the members to participate through meetings such as the annual general meeting, special meetings, Board of Directors meetings and branch meetings;
 - 3.2.6 Define how the Board of Directors will organize itself to get its work done;
 - 3.2.7 Ensure the organization is adequately funded and worthy of funding; and
 - 3.2.8 Carry out the board's duties and responsibilities as set out in the ARTA Bylaws and the *Societies Act*.

4.0 Orientation of the Board of Directors

- 4.1 The purpose of orientation is to acquaint each board member with ARTA, the Board of Directors and the duties of individual board members.

5.0 Policy Process of the Board of Directors

- 5.1 The development of policy provides parameters and guidelines for the Board of Directors and the CEO and executive director. In fulfilling responsibilities for policy making, the Board of Directors will adhere to the following basic tenets:
 - 5.1.1 Ensure that the policies are in compliance with relevant legislation or regulation, ARTA Bylaws, ARTA Policies and Procedures and existing ARTA policies or agreements; and
 - 5.1.2 Ensure that policies will be statements of value or approaches which address the following fundamental principles
 - 5.1.2.1 Outcomes – statements written in results language that describes what benefits are to be delivered to which group of people and at what cost;
 - 5.1.2.2 Constraints – policies that limit or constrain the CEO and executive director's authority and that define the acceptable areas of the CEO and executive director's activity decisions and organization activities;



5.1.2.3 Governance process – how the board conceives, carries out and monitors its own tasks, represents the community and provides strategic leadership to the organization; and

5.1.2.4 Board-executive relationship – the delegation of authority, the relationships and the monitoring of authority.

- 5.2 The CEO and executive director is responsible for the implementation of policy with the exception of policies governing the Board of Directors. The president is responsible for the implementation of policies governing how the board functions and operates.
- 5.3 Retiring members of the Board of Directors may receive an appropriate gift as thanks for their contributions to ARTA. The presentation of these gifts take place at the AGM or at a board or branch meeting where required.
- 5.4 Retiring members of ARTA's standing committees shall receive a letter of thanks and an appropriate gift for their services to ARTA.

6.0 President's Role

- 6.1 The president shall ensure that behaviour of the Board of Directors is consistent with its own rules and those legitimately imposed upon it from outside the organization.
- 6.2 The president shall ensure that the discussions of the Board of Directors focus on the board's decision-making role and not on the administrative role of the CEO and executive director.
- 6.3 The president shall act in accordance with the policies of the Board of Directors.
- 6.4 The president (or the president's designate) speaks on behalf of ARTA (see Section A: 7.1.3.2).
- 6.5 The president serves as an ex officio member on all committees.


7.0 Terms of Office


- 7.1 The term of office for officers shall be from one AGM to the next AGM.
- 7.2 Each elected standing committee member shall serve a term of four (4) years with staggered terms to maintain continuity, except for:
 - 7.2.1 each elected member of the Health Benefits Committee who shall serve a term of five (5) years with staggered terms to maintain continuity.
- 7.3 Each trustee of ARTA's Benefit Plan shall serve for a term of three (3) years with staggered terms to maintain continuity.
- 7.4 Directors of the Alberta Retired Teachers Charitable Foundation shall serve for a term of four (4) years with staggered terms to maintain continuity.



8.0 ARTA Committee Operating Principles

- 8.1 A successful committee is reliant on individual members operating in the interest of the committee as a group and the organization as a whole. All committee members share responsibility in building cohesiveness, and while respecting confidentiality, also promote openness and awareness of committee operations to the internal and external community. All committee chairs or designates are responsible for making motions to the Board of Directors and/or at the AGM for approval. Committee recommendations shall be acted on following approval by the appropriate authority.
- 8.2 In order to conduct its business and the research necessary for policy development, ARTA will utilize various committees. Standing committees are elected at the AGM, report to and are accountable to the Board of Directors.
- 8.3 From time to time the CEO and executive director assigns staff to committees. When serving on committees the staff members represent the office of the CEO and executive director. The role of staff on a committee is to provide consultation and support for the committee. Staff employees are not considered as members of the committee. They are not eligible to vote. The following guidelines will apply to the role:
 - 8.3.1 Staff will assist in the preparation of committee agendas and in providing pertinent data required to operate an effective committee meeting;
 - 8.3.2 The chief financial officer (CFO) and director of finance will ensure the committee chairs are apprised as to expenditures in relation to the budget;
 - 8.3.3 The chief operating officer (COO) and director of member services will ensure the appropriate committee chairs are kept apprised of changes to federal and provincial legislation, as well as other benefit marketplace changes that may affect the benefit plans provided or sponsored by ARTA;
 - 8.3.4 Extra staff hours may only be permitted when approved by the CEO and executive director; and
 - 8.3.5 The staff member may be assigned to record and circulate committee minutes.
- 8.4 The following guidelines will apply if a vacancy on a Standing Committee occurs:
 - 8.4.1 In mid-term, the Board of Directors may appoint any ARTA member to serve on the committee until the next AGM;
 - 8.4.2 Between board meetings, the president, in consultation with the chair of the committee and officers of ARTA, may, in order to achieve a quorum, appoint an interim replacement to serve until the next board meeting;

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- 8.4.3 For the position of chair of a committee between board meetings, the president, in consultation with the officers of ARTA, may appoint an interim replacement in order to serve as chair for the next committee meeting at which time a chair will be chosen by the committee; or
- 8.4.4 The Board of Directors, or the president, acting between board meetings, may leave the vacancy open provided there are still sufficient members for a quorum.
- 8.5 Committees cannot exercise authority over staff but may require assistance from staff. The CEO and executive director works for the Board of Directors, not for a board committee or a director.
- 8.6 Committees may not speak for the Board of Directors except when formally given such authority for specific and time-limited purposes. Such authority will be carefully stated in order not to conflict with authority delegated to the president.
- 8.7 Committees may access specialized expertise, including legal advice, within their established budget or with the approval of the Board of Directors.
- 8.8 Committees shall develop business plans and budget requirements annually to cover their areas of responsibility and submit these to the Strategic Planning and Advocacy Committee and the Finance Committee, respectively.
- 8.9 Committee chairs shall meet with the Strategic Planning and Advocacy Committee prior to the May meeting of the Board of Directors to bring forward their committee business plans and to discuss ARTA's overall business plan.
- 8.10 Each committee shall be provided quarterly updates on the committee's operating and initiative expenses, the year-to-date actual versus budget for approval, at each committee meeting.
- 8.11 Standing committees, with the exception of the Nominations Committee and the Executive Committee (which includes the Finance Committee and Human Resources Committee), shall elect an incoming chair at the committee meeting preceding the AGM who shall assume the position immediately following adjournment of the AGM.
- 8.11.1 Normally, a committee member must serve one year of their term on a committee before becoming the chair.
- 8.11.2 The chair elect may attend the AGM as an observer with the chair.
- 8.12 Standing committees, with the exception of the Health Benefits Committee and the Executive Committee, shall include the following individuals:
- 8.12.1 Four (4) members elected from the ARTA membership, one of whom shall be the chair;
- 8.12.2 ARTA's president or designate as ex officio member; and
- 8.12.3 The CEO and executive director or designate as ex officio member.

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- 8.13 An outgoing committee member shall be eligible for re-election to the same committee after an absence of at least one (1) year from that committee unless otherwise authorized or approved by the Board of Directors (effective October 6, 2022);
 - 8.14 One ARTA member is elected at the AGM to replace the retiring member of each committee.
 - 8.15 At the request of the committee, the Board of Directors may appoint an ARTA member to serve on the committee in a non-voting and advisory capacity for a specific length of time.
 - 8.16 The trustees of each of the ARTA Benefit Plan Trust Fund, the ARTA Public Services Benefits Plan Trust Fund and the ARTA Emergency Travel Plan Trust Fund (individually an ARTA Trust Fund and collectively the ARTA Benefit Plans) and the Directors of the Alberta Retired Teachers Charitable Foundation (the Charitable Foundation) may serve on any ARTA committee as an elected member, provided they are cognizant that their duties and obligations may differ depending on the role they are serving. As with any committee member, they would be expected to declare themselves as such and withdraw from any decision that could be perceived as a conflict of interest.
 - 8.17 The roles and responsibilities of ARTA committees shall be to perform the following functions:
 - 8.17.1 Meet quarterly or as required at the call of the chair;
 - 8.17.2 Investigate, research and report on issues referred by the Board of Directors;
 - 8.17.3 Report regularly to the Board of Directors and at the AGM any matters believed to be worthy of attention by the committee chair or designate;
 - 8.17.4 Accept additional assignments as determined by the Board of Directors;
 - 8.17.5 Provide educational opportunities to the ARTA Board of Directors in order to fulfill the objectives of the organization; and
 - 8.17.6 Develop business plans that include the following details:
 - 8.17.6.1 Actions to be taken;
 - 8.17.6.2 Who is responsible;
 - 8.17.6.3 Timelines;
 - 8.17.6.4 Evaluation; and
 - 8.17.6.5 Cost.



9.0 ARTA Standing Committee Roles and Responsibilities

9.1 Communications Committee

The committee shall also include the ARTA CEO, the editor of the ARTA magazine and other designates as appointed by the ARTA CEO.

9.1.1 The committee shall enhance communication both internally and externally. To accomplish this, the committee shall perform the following tasks:

9.1.1.1 Review the communication and marketing plan created by ARTA operations; and

9.1.1.2 Facilitate communication in-services for the Board of Directors as required.

9.1.2 In the role of editorial board, the committee oversees the publication of all ARTA communication media by performing the following tasks:

9.1.2.1 Establishes editorial mandates;

9.1.2.2 Maintains editorial integrity;

9.1.2.3 Evaluates design elements;

9.1.2.4 Assesses elements of production;

9.1.2.5 Monitors the submissions to ARTA communication media for compliance with advertising standards (ARTA uses the Canadian Code of Advertising Standards);

9.1.2.6 Surveys ARTA members regarding ARTA communication media; and

9.1.2.7 Conducts an ongoing evaluation of the ARTA magazine at each Communications Committee meeting.

9.1.3 The committee supports the promotion and awareness of ARTA and its branches for retired teachers and active teachers at teachers' conventions, the Annual Representative Assembly (ARA), and other ARTA functions.


9.1.4 The committee promotes the awareness of ARTA to the general public.

9.2 Governance Committee

9.2.1 The committee shall perform the following tasks:

9.2.1.1 Review and report on ARTA's Bylaws and Policies and Procedures as required or at the request of the Board of Directors;


9.2.1.2 Ensure bylaw notices of motion are submitted for approval at the AGM;

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- 9.2.1.3 Review any proposed bylaw amendments with respect to legality or conflict with existing bylaws and, where it occurs, provide this information at the AGM when notices of motion are presented;
 - 9.2.1.4 Ensure policy notices of motion are submitted to the Board of Directors for approval;
 - 9.2.1.5 Monitor the compliance of ARTA with the Bylaws and Policies and Procedures of the association and report to the Board of Directors as required;
 - 9.2.1.6 Determine the recipients of any scholarships and bursaries of ARTA;
 - 9.2.1.7 Receive funding applications for Branch Project Grants (see *Section B, 19.0 – Grants*), approve or reject per established criteria, and report to the Board of Directors; and
 - 9.2.1.8 Meet with each committee on a regular basis to review and renew applicable policies.

9.3 Pension and Financial Wellness Committee

9.3.1 The committee shall perform the following tasks:

- 9.3.1.1 Continue to advocate that ARTA be granted a voice with the Government of Alberta and the ATA in regard to (including but not limited to) teachers' pension matters, issues related to pension indexing and awareness of conditions that reduce pensions;
- 9.3.1.2 Ensure bylaw notices of motion are submitted for approval at the AGM;
- 9.3.1.3 Offer educational programs to familiarize both ARTA members and practicing teachers in matters related to retirement and financial wellness;
- 9.3.1.4 Have the chair serve as a member on the ATA Benefits, Insurance and Pension Committee and that ARTA continue to advocate for full membership;
- 9.3.1.5 Advocate on behalf of retiring teachers and retired teachers concerning pension issues;
- 9.3.1.6 Continue its program of communication regarding ARTA policy on pension with retired Alberta teachers, teachers currently practicing, the public and the Alberta Government; and
- 9.3.1.7 Maintain the position that the Alberta Government, in consultation with the ATA, is solely responsible for ensuring the full and equitable funding of teachers' pension plans and improvements thereto.



9.4 Strategic Planning and Advocacy Committee

9.4.1 In addition to the members elected at the AGM, the Strategic Planning and Advocacy Committee will include ARTA's executive officers as voting members.

9.4.2 The committee shall perform the following tasks:

9.4.2.1 Develop the ARTA strategic plan, goals and outcomes in support of the ARTA Board of Directors;

9.4.2.2 Develop and recommend to the Board of Directors advocacy policies and protocols that establish ARTA's identity, clarify ARTA's response to issues in the community at large and recommend an appropriate action;

9.4.2.3 Facilitate the annual ARTA business planning process and monitor its progress;

9.4.2.4 Request and receive, by February 15 of each year, committee progress reports for the current year that identify progress on operational or ongoing responsibilities and initiatives, including updates to action plans, updates to timelines and associated costs as outlined in the approved committee business plan (progress reports will be reviewed by the ARTA Board of Directors at the February Board of Directors meeting);

9.4.2.5 Request and receive, by April 15 of each year, committee business plans for the coming year that identify operational or ongoing responsibilities and initiatives, including an action plan, strategic outcome alignment, a plan for evaluation, a timeline and estimated cost as per Business Plan template;

9.4.2.6 Request from each standing committee a Business Plan Progress Report to be attached to the committee's report for the February Board of Directors meeting;

9.4.2.7 At the request of the Board of Directors, plan a retreat to fulfill the mandate identified by the Board of Directors; and

9.4.2.8 Plan an orientation for new branch presidents, vice-presidents, committee chairs and members as requested and ensure the Orientation Handbook remains current.

9.5 Wellness Committee

9.5.1 The committee shall perform the following tasks:

9.5.1.1 Promote and encourage a balanced healthy lifestyle by providing resources and support for all dimensions of wellness;

9.5.1.2 Promote and support all the dimensions of wellness, including social, physical, emotional, economic, intellectual and spiritual wellness for ARTA members;

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- 9.5.1.3 Develop, support and promote ARTA and branch wellness initiatives;
 - 9.5.1.4 Create and support initiatives for ARTA members based on current wellness research;
 - 9.5.1.5 Engage in professional development activities in the field of wellness research.
 - 9.5.1.6 Access the expertise of a health practitioner as a regular resource; and
 - 9.5.1.7 Work collaboratively with other ARTA committees to achieve objectives.

9.6 Health Benefits Committee


- 9.6.1 The committee shall be composed of the following individuals:
 - 9.6.1.1 Five (5) members elected from ARTA membership;
 - 9.6.1.2 The president or designate as ex officio;
 - 9.6.1.3 ARTA's CEO and executive director and COO and director of member services shall serve as ex officio, non-voting members; and
 - 9.6.1.4 Chair of the ARTA Trust Fund as ex officio.
- 9.6.2 One ARTA member shall be elected at the AGM to replace the retiring member.
- 9.6.3 The chair shall be elected by the committee and will then become a member of the Board of Directors.
- 9.6.4 At the request of the committee, the Board of Directors may appoint an ARTA member to serve on the committee in a non-voting and advisory capacity for a specific length of time.
- 9.6.5 The roles and responsibilities of the Health Benefits Committee shall include the following tasks:
 - 9.6.5.1 Maintain complete confidentially unless there is agreement to do otherwise;
 - 9.6.5.2 Hold quarterly meetings and as required by the call of the chair;
 - 9.6.5.3 Review ARTA's benefit program from a financial underwriting and funding basis and consider any program modifications;
 - 9.6.5.4 Review and monitor claims experience on a regular basis;
 - 9.6.5.5 Review the design and implementation of communication material including brochures, benefit statements, etc.;
 - 9.6.5.6 Review and recommend to the Board of Directors contract amendments as negotiated with the insurer;



- 9.6.5.7 Be aware of provincial and federal legislation that may impact any of the plans;
- 9.6.5.8 Determine the competitiveness of benefit provisions, premium rates, retention costs and underwriting agreements;
- 9.6.5.9 Review and recommend to the Board of Directors, the individual benefit plan service providers and plan administrative service provider;
- 9.6.5.10 At the invitation of the Board of Directors conduct an annual educational seminar for the board members;
- 9.6.5.11 Meet prior to ARTA's Board of Directors meetings and meet on emergent matters at the call of the chair;
- 9.6.5.12 Research and recommend on issues of wellness as it relates to our members;
- 9.6.5.13 Communicate with the Board of Trustees of the ARTA Benefit Plan Trust as required;
- 9.6.5.14 The committee shall monitor membership eligibility in order to perform the following duties:
 - 9.6.5.14.1 Determine and make recommendations to the Board of Directors regarding membership categories;
 - 9.6.5.14.2 Make recommendations for affiliate Private Sector membership based upon the Health Benefits Committee's determination that the group is represented by a professional organization that has commonality with ARTA;
 - 9.6.5.14.3 Accept into affiliate membership those Private Sector groups that conform with the categories and criteria previously approved by the Board of Directors; and
 - 9.6.5.14.4 Provide regular updates and recommendations to the Board of Directors for the formal ratification of the groups added to the pre-approved categories.


9.7 Executive Committee

- 9.7.1 The committee shall be made up of the following individuals:
 - 9.7.1.1 The ARTA officers elected by the membership;
 - 9.7.1.2 The CEO and executive director as an ex officio member; and
 - 9.7.1.3 The immediate past president.
- 9.7.2 The principal chair shall be the president, with other members assuming the chair for their respective areas of leadership.

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- 9.7.3 At the request of the committee, the Board of Directors may appoint an ARTA member to serve on the committee, in whole or in part, in a non- voting and advisory capacity for a specific length of time.
 - 9.7.4 The roles and responsibilities of the committee shall include the following duties:
 - 9.7.4.1 Investigate, research and report on issues referred by the Board of Directors;
 - 9.7.4.2 Report regularly to the Board of Directors and at the AGM any matters believed to be worthy of attention; and
 - 9.7.4.3 Accept additional assignments as determined by the Board of Directors.
 - 9.7.5 The Executive Committee under the leadership of the Treasurer shall also serve as the Finance Committee.
 - 9.7.5.1 The CEO & Executive Director and the CFO & Director of Finance shall serve as ex-officio, non-voting members.
 - 9.7.5.2 The Finance Committee shall be responsible for ARTA's funds and receive regular reports from the CEO & Executive Director.
 - 9.7.5.3 The Finance Committee shall routinely and regularly present financial statements to the Board of Directors, update standing and ad hoc committees as to budget allocations and expenditures and present a year-end financial report at the AGM.
 - 9.7.5.4 The chair of the Finance Committee shall periodically review all cheque registries.
 - 9.7.5.5 The CEO & Executive Director and the CFO & Director of Finance shall not sign their own cheques.
 - 9.7.5.6 The committee shall direct the investments of deposited monies in appropriate financial institutions where funds are guaranteed according to the Canadian Deposit Insurance Corporation or by the Alberta Government. standing and ad hoc committees as to budget allocations and expenditures and present a year-end financial report at the AGM.
 - 9.7.5.7 The committee shall request and collect a meeting expense budget from each standing committee.
 - 9.7.5.8 The committee shall receive a copy of a business plan from each standing committee.
 - 9.7.5.9 It shall be the duty of the committee to prepare and present a budget for each fiscal year in the following sequence:



- 9.7.5.9.1 A proposed budget, reflecting ARTA's Business Plan, shall be presented by the committee at the May meeting of the Board of Directors for approval in principle;
 - 9.7.5.9.2 The proposed budget, with any necessary adjustments, shall be presented by the committee to the Board of Directors at its September meeting for approval and recommendation by the Board of Directors at the AGM; and
 - 9.7.5.9.3 The proposed budget approved by the Board of Directors shall be presented by the committee chair for consideration and ratification at the AGM;
- 9.7.6 The Finance Committee shall be responsible to the Board of Directors.
- 9.7.7 At the Board of Directors meeting prior to the AGM, the Finance Committee shall recommend an auditor. Once approved, the board will present that name for ratification at the AGM.
- 9.7.8 At the request of the committee, the Board of Directors may appoint an ARTA member to serve on the committee in a non-voting and advisory capacity for a specific length of time.
- 9.7.9 The chair of the Finance Committee shall facilitate meetings of the ARTA representatives sub-committee (see *Section B: 18.6 – 18.9*).
 - 9.7.9.1 A sub-committee shall be created annually consisting of the Executive Committee, the CEO and executive director (or the CEO and executive director's designate) and members of relevant committees including, but not limited to, the Health Benefits Committee, Communications Committee, and Pension and Financial Wellness Committee (and/or their designates).
 - 9.7.9.2 The ARTA representatives sub-committee shall perform the following duties:
 - 9.7.9.2.1 Ensure the development of an inclusive manual for representatives;
 - 9.7.9.2.2 Provide a common script for presentations;
 - 9.7.9.2.3 Monitor the availability of adequate resources; and
 - 9.7.9.2.4 Facilitate an annual training seminar.
- 9.7.10 Ongoing support and liaison for the ARTA representatives will be provided by ARTA Marketing and will include the following duties:
 - 9.7.10.1 Maintain a list of current representatives;
 - 9.7.10.2 Receive requests for presentations and assigning potential presenters;
 - 9.7.10.3 Satisfy resource requirements of ARTA representatives; and

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- 9.7.10.4 Maintain a record of presentations made on behalf of ARTA.
 - 9.7.11 The Executive Committee shall also serve as the Human Resources Committee
 - 9.7.11.1 The chair shall be selected by the committee.
 - 9.7.11.2 The roles and responsibilities of the committee shall include the following duties:
 - 9.7.11.2.1 Meet as required at the call of the chair;
 - 9.7.11.2.2 Ensure the Staff Human Resources Manual and the Committee Human Resources Manual are current;
 - 9.7.11.2.3 At the direction of the Board of Directors, facilitate, participate in and enter into negotiations with a suitable candidate for the position of CEO and executive director and recommend the appointment of a successful candidate;
 - 9.7.11.2.4 Recommend to the Finance Committee the salary and benefits of the CEO and executive director;
 - 9.7.11.2.5 Recommend to the Board of Directors the budget for office staff salaries and benefits;
 - 9.7.11.2.6 Receive reports from the CEO and executive director on the roles and responsibilities of the office staff;
 - 9.7.11.2.7 Consult with the CEO and executive director on staff matters;
 - 9.7.11.2.8 Ensure an annual performance review of the CEO and executive director is conducted; and
 - 9.7.11.2.9 Investigate, research and make recommendations to the Board of Directors regarding any issues or matters related to personnel.

9.8 Nominations Committee

- 9.8.1 The past president, or in the case of non-availability, a board designate shall initiate the following:
 - 9.8.1.1 Sending nomination information to all board members along with the minutes of the May Board of Directors meeting and again with the distribution of AGM materials prior to the AGM; and
 - 9.8.1.2 Send the nominations to the past president through the ARTA office.
- 9.8.2 The ARTA office reviews the nominations to ensure each nominee meets the membership eligibility and forwards it to the past president.
- 9.8.3 All eligible nominees make up the slate.

- 9.8.4 All nominees shall be informed as to the status of their eligibility for candidacy.
- 9.8.5 Nominations made by an eligible voting member shall also be accepted from the floor at the AGM.
- 9.8.6 The past president presides over the election at the AGM and has a vote.
- 9.8.7 Following the presentation of the slate of nominees, the past president shall call for nominations from the floor at three different times at the AGM.
- 9.8.7.1 The first call for nominations for all positions shall be made after the approval of the agenda. The second call for nominations for all positions shall be made prior to adjournment of the first half- day. The third call for officers only shall be made at the beginning of the second day, followed immediately by their election. The third call for standing committee positions shall be made after the morning break, followed immediately by the respective elections.

	First Call	Second Call	Third Call	1 Vote Count 2 Announcement
Officers	After approval of the agenda.	Prior to the adjournment of the first half day.	Beginning of the second day. Election immediately after third call.	1. Immediately prior to morning break. 2. Immediately after morning break.
Standing Committee Members	After approval of the agenda.	Prior to the adjournment of the first half day.	After the morning break (2 nd day) followed immediately by election of all committees.	1. At lunch break. 2. Immediately after lunch.

- 9.8.8 The vote shall be taken by secret ballot.
- 9.8.9 Ballots shall be counted by members appointed by the past president and results will be presented to the past president only.
- 9.8.10 In the event of a tie, the toss of a coin will determine the winner.
- 9.8.11 The ballots shall be destroyed upon a motion at the AGM.
- 9.8.12 Following the AGM all nominees shall be informed of the election results.



9.8.13 The past president shall perform the following duties:


- 9.8.13.1 Initiate the necessary steps to solicit names for the Board of Trustees of the Benefit Plan Trust Fund and Board of Directors of the Alberta Retired Teachers Charitable Foundation;
- 9.8.13.2 Prepare and circulate a list of nominees for the Boards of Trustees of the ARTA Benefit Plans including background information of each nominee that is circulated to ARTA's Board of Directors at the May meeting;
- 9.8.13.3 Prepare and circulate a list of nominees for the Board of Directors of the Charitable Foundation including background information of each nominee that is circulated to ARTA's Board of Directors at the November meeting;
- 9.8.13.4 Conduct an election for the Board of Trustees of the Benefit Plan Trust Fund at the ARTA Board of Directors meeting; and
- 9.8.13.5 Conduct an election for the Board of Directors for the Alberta Retired Teachers Charitable Foundation at the ARTA Board of Directors meeting.

10.0 Ad Hoc Committees

- 10.1 The Board of Directors shall establish ad hoc committees as required, normally for a period of up to one year. The parameters of ad hoc committees shall include the following:
 - 10.1.1 Be chaired by an ARTA member appointed by the Board of Directors;
 - 10.1.2 Report to the Board of Directors through their chair or designate during the term of the ad hoc committee;
 - 10.1.3 Include in their composition, board members and members of the branches to a maximum of four, excluding staff and ex officio members;
 - 10.1.4 Write terms of reference and prepare a budget for approval by the Board of Directors;
 - 10.1.5 Provide written reports to the CEO and executive director for distribution to the Board of Directors; and
 - 10.1.6 Be extended or disbanded at the call of the Board of Directors at the end of their term.

11.0 Role of Board Member on Staff Committees

- 11.1 From time to time, a board member may be asked by the CEO and executive director to serve on a staff committee. The role of the board member on a staff committee is to bring membership input to the staffs' decision-making process. When serving in this capacity the individual is not serving as a board member but as a volunteer, advising staff. The following guidelines will apply to the role:


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- 11.1.1 Nothing an individual advisor says can have instructional authority; consequently, the staff has no obligation to take the advice; and
 - 11.1.2 The board member does not have the authority or responsibility to provide the Board of Directors with reports or feedback on this activity.

12.0 Public Relations and Relations with the Media

- 12.1 Public relations are intended to promote and enhance a positive image for ARTA and its members.
- 12.2 The president is the sole person authorized to speak for ARTA as per these policies and procedures. The president has the sole authority to issue press releases and respond to the media on behalf of ARTA.
- 12.3 The president shall endeavor to consult with the CEO and executive director prior to media or press coverage.
- 12.4 The CEO and executive director will keep the president informed of media demands.

13.0 Communication Media

- 13.1 The ARTA communication media, which includes the ARTA magazine, ARTAfacts e-newsletter, arta.net, and all other communication produced by the organization, shall carry out the following major functions:
 - 13.1.1 Serve as the official communication medium for ARTA;
 - 13.1.2 Express the views and concerns of members and provide a forum for members to express their opinions; and
 - 13.1.3 Serve as a means of keeping members informed of issues relating to retirement that impact the lives of our members.
- 13.2 Communication Media Compensation Eligibility
 - 13.2.1 All members of the Board of Directors, members of the Charitable Foundation, Benefit Plan Trust Fund trustees, elected committee members and ARTA staff shall not be paid for contributing to ARTA's communication media.
- 13.3 All ARTA communication media must be in compliance with the following editorial policies:
 - 13.3.1 ARTA adheres to the editorial and advertising relationship standards set forth by the Canadian Code of Advertising Standards (CCAS) and the Competition Act of Canada, RSC 1985 c C-34. Further information can be found in ARTA's Submission Guidelines.
 - 13.3.2 Conflicts of interest may arise in a variety of situations (such as in stakeholder relationships, consulting relationships, or employment history), and, therefore, the author is required to disclose to ARTA any such conflict.



13.3.3 While ARTA neither condones censorship, nor knowingly engages in it, ARTA reserves the right to exercise editorial judgment. Editorial decisions to publish or not to publish content are made at the discretion of ARTA and are based on factors that may include, but are not limited to, relevance to the industry, interest to readers, timeliness, calibre of writing and space limitations within the given medium.

Section 4 – ARTA ADVOCACY

ARTA values loyalty, honesty, integrity, voice, representation and fair treatment. We support an engaged retirement lifestyle and encourage our members to be knowledgeable, well informed and act in an ethical and professional manner. Issues that affect our present and future members are understood, our opinions are expressed and we promote action.

Effective advocacy enables us to act with integrity, individually and collectively, build genuine trustworthy relationships, create networks and goodwill.

Backgrounder

- Define yourself, your organization and your role. Introduce yourself and who you represent? People may not know about ARTA, its mission, values and who it represents or they may have us confused with the ATA, ACA, PIA, CARP...
- Identify why you should influence and why policy makers should care about you, what's in it for them and how you can facilitate collaboration.
- Be seen as a person who has knowledge in many outside areas. We have the interest, time to read and consider all the materials AND we vote.
- Know who you're talking to, i.e. the MLA, their funders, the assistant, riding association executive, the office manager.
- Know who has influence, power and who influences before you finalize your message.
- Build a relationship and become a trusted stakeholder with maximum impact on the influencers.
- Engage major supporters, opinion leaders or similar support if they support your goals.
- Find well researched connections to your issue, campaign promises and/or policy statements.
- Consider where best to influence, i.e. in the community, over a coffee, lunch, kitchen meeting.



Preparation

- What is your message?
- Who needs to know?
- What you want them to remember?
- Why your issue and solutions can be helpful. Position your concern in their best interest.
- As spokesman you need to be a connector, able to find common ground.
- Be a good listener – listens for major interests, find links and commonalities to make the issue and solution live.

Strategy

Who is the Audience?	What is the Message?	How/what are the Media/Tactic?	Timeline	Who's responsible for what?

- What is the desired end result? How will you determine your degree of success?

Phone Call

- Make the phone call, make a personal connection, be referred if you can.
- Tell the whole truth, know your facts and link it with your target.
- Briefly outline your key message,
- Offer to work on a common solution and note the benefits.
- Follow up with an email if necessary, restating or summarizing your need to meet. Review the common interest, mutual interest and solution for a shared result.
- Meet the target on their ground, be constructive, sensitive, concise, relevant and respectful.
- Create a one- to two-pager to leave with the target, briefly outlining who you are, the issue, background, your solutions, costs & benefits, common ground and initiatives for coordinated and cooperative follow-up.

3 Minute Meeting or the 30 Minute Meeting

The purpose of this meeting is to influence and build a respectful relationship. Be mindful of the time allotted for your meeting. Try to take three people, two presenters, one note-taker.

3 Minute Meeting	30 Minute Meeting
The first meeting should be the start of a new relationship.	
30 second segments	5 – 10 minute segments
1. Define the issue.	Establish the issue and tell a personal story.
2. Summarize the issue background. Why you & ARTA are dealing with the issue.	Due diligence – discussing solution seeking exercise to come up with your discussion points.
3. Personalize the issue with a real story & a real person.	Develop a conversation about solutions <ul style="list-style-type: none">• let the target talk and share experiences & solutions
4. Approach with your solution.	Leave your two-pager
5. Offer your assistance for a coordinated solution.	Identify and agree on desired outcomes <ul style="list-style-type: none">• Confirm key points,• Follow up your commitments for working together on common solutions.
Follow up <ul style="list-style-type: none">• Recognize follow up commitments,• Continue the relationship with regular follow up,• Keep the targets engaged,• Keep a paper trail going, confirm your joint key points,• Keep the influencers engaged and updated.	

Thank You

ARTA would like to thank the BC Retired Teachers' Association (BCRTA) and the Alberta Teachers' Association (ATA) for their information which we included in this document.