



## **North Central Library Federation Strategic Plan 2017-2018**

The North Central Library Federation is a nine-year-old partnership between libraries in the North Central region of British Columbia. The public libraries of Burns Lake, Cariboo Regional District, Fort St. James, Fraser Lake, Granisle, Mackenzie, McBride, Prince George, Valemount and Vanderhoof are members of the Federation.

The purpose of the Federation is to be an partnership of libraries that will foster and promote quality public library service through sharing resources, coordinating efforts, and developing and implementing collaborative service efficiencies and enhancements.

### **Vision**

Vibrant libraries: thriving communities.

### **Mission:**

1. The North Central Library Federation: working together to strengthen libraries and communities in the north.

### **Reference**

- <http://nclf.ca/>
- [NCLF Agreement, April, 2016](#)



### ***What is our role?***

- Empowering our community of independent libraries
- Supporting member libraries
- Building capacity through professional development
- Increasing purchasing power
- Sharing resources and knowledge
- Partnering across federations
- Accomplishing together
- Leveraging our collective strength
- Assisting member libraries to achieve their goals
- Advocating for, and improving, the public library image in communities
- Providing expertise and access to resources
- Marketing
- Creating a connection between libraries
- Pooling resources
- Facilitating member collaboration
- Supporting and enabling library programming and services
- Funding and coordinating trustee training

### ***Where are we going?***

- To anticipate future needs, we will become an even more collaborative environment
- The strength and success of the Federation empowers its members
- As identified by the province, there are 4 key trends influencing all libraries today: our communities are changing, the economy is changing, technology is evolving and a learning transformation is underway
- We acknowledge current trends in public library usage, such as:
  - Circulation of non-traditional collections, like tools or instruments
  - Increased use of technology, including public access stations and wi-fi networks
  - Demand for technology instruction and workshops of all kinds
  - E-books, electronic resources, digital technologies; digital literacy
  - BYOD: Bring your own device
  - Resource sharing
  - Partnerships
  - Maker and creation spaces; creation literacy
  - Outreach programming; pop-up spaces
  - Services for new Canadians
  - Community living room: space expectations
  - Community-centered library services

- We are excited about the future, and especially the opportunities that come with:
  - Expanded access to services and resources
  - Diversity and the changing needs of our communities
  - Open and flexible spaces
  - Highly collaborative environments
  - More cost savings and cost avoidance
- We acknowledge the challenges we need to meet, such as:
  - The pace of technological change
  - The need for more and different spaces
  - The need for more effective communications
  - Time, funding and capacity
  - Supporting our staff and trustees
  - Managing expectations

***How we will get there?***

- By sharing ideas and resources
- Through partnerships across the region and beyond
- By leveraging our strengths:
  - Staff training / professional development (Beyond Hope; webinars; online courses; train the trainers)
  - Program development and sharing (maker bus; author tours)
  - Resource sharing (Book club sets; Interlibrary Connect)
  - Administrative (management) capacity
  - Cost avoidance and savings
  - Mutually supportive forum
- By improving in these areas:
  - **Building Capacity**
    - Information Technology and Connectivity supports
    - Professional development
    - Federation Manager as Key Federation Resource
    - Partnerships to Enhance Capacity
    - Develop Library Management Tools and Resources
  - **Sharing Resources**
    - Impactful Initiatives
    - Cost-Sharing and Federation Pricing Opportunities
    - Access to expertise
  - **Solving Challenges**
    - Advocacy
    - Staff and Board Orientation
    - Strengthened Communications

**How will we know that we have been successful?**

- Cost avoidance and savings
- Expanded access to resources, programming and learning opportunities
- Higher levels of engagement across the Federation
- Strong performance against our evaluation rubric

|   | 2017  | 2018   | Outcomes & Measurement  |
|---|---|--|---|
| <b>Strategic Priority 1 – Building Capacity</b> |   |  |   |
| <b>GOAL 1:</b><br>Improved connectivity         |   |  |   |
| KEY DELIVERABLES:                               | Plot Federation member connectivity levels against guidelines to identify and map the issues (in partnership with the Co-op)[S,LD]  | Develop strategies to improve connectivity for the least well connected members [S,LD,B]   | Connectivity improvements observed;<br>active monitoring                |
| <b>GOAL 2:</b><br>Federation-wide IT support    |   |  |   |
| KEY DELIVERABLES:                               | Explore desire for standardized Hardware and Network equipment [S,LD]<br><br>Develop or co-develop baseline hardware and software standards for Federation members [S,LD] | Procure standardized equipment and service agreement with supplier [S,LD]<br><br>Consider Federation incentives to meet Federation IT standards [S,LD,B] | Hardware & Network enhancements observed; procurement process completed |

Note: S=Staff, LD=Library Directors; B=Board

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| <b>Goal 3:</b><br>Staff Training that empowers |  |   |   |
| KEY DELIVERABLES:                              | <p>Continue and maintain current level of professional development opportunities; develop strategies to increase current level [S,LD,B]</p> <p>Investigate Lynda.com Federation license [S]</p> <p>Continue support for in-person staff attendance at Beyond Hope Library Conference [S,LD,B]</p> <p>Work with other Federations and the Co-op; explore a proposal to co-fund a provincial training coordinator [S,LD]</p> | <p>Continue developing a series of webinars and online training opportunities for those who cannot attend in person [S,LD]</p> <p>Promote the use of, and contributions to, the Toolshed and training competency matrix [S,LD]</p> <p>Consider a roaming staff resource and/or train the trainer model [S, LD]</p> <p>Develop or co-develop a Federation skills inventory; consider skills-based secondment/travelling train the trainer program [S,LD]</p> | Measurable increase in uptake of consolidated set of learning offerings and opportunities that empower member library staff; standard library staff competencies achieved |

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| <b>Goal 4:</b><br>Support the Federation Manager as a key Federation resource |   |   |  |
| KEY DELIVERABLES:   | Work with NELF to formalize shared management of the 2 federations, to ensure continuity [S,LD,B]   | Ongoing support for, and evaluation of, the position [S,LD,B]   | Continuity plan developed and annual reviews completed                             |
| <b>Goal 5:</b><br>Partnerships to enhance capacity                            |   |   |  |
| KEY DELIVERABLES:   | Maintain existing partnerships [S,LD,B]<br><br>Strike an ad hoc committee of trustees and directors to develop a partnership action plan [LD,B] | Pursue relationships with, e.g. Northern Health, Canadian Pediatric Society, First Nations: Carrier Sekani, Tribal Council, SD57, SD91, CNC, UNBC, Golden Raven, Success by Six, Chambers of Commerce, Northern BC Tourism, Seniors advocates (office of Council of Seniors in Prince George), BC Libraries Cooperative, BCLA, BCLTA, ABCPLD, LGMA [S, LD, B] | Partnership action plan developed with associated deliverables                     |
| <b>Goal 6:</b><br>Develop Library Management Tools and Resources              |   |   |  |
| KEY DELIVERABLES:   | Work with other Federations to co-develop standards and guidelines for libraries [S,LD]   | Continue development of standards and guidelines; support libraries to work towards standards [S, LD]   | Consistent user experience in services, programs and spaces for all NCLF libraries |

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|--|--|--|--|
| <b>Strategic Priority 2 – Sharing Resources</b>                                  |  |  |  |
| <b>GOAL 1:</b><br>Cost and Resource Sharing;<br>Federation pricing opportunities |  |  |  |
| KEY DELIVERABLES:  | <p>Continue and maintain current level of consortium purchasing [S,LD]</p> <p>Investigate ILS to ILS resource sharing [S]</p> <p>Investigate the development of shared non-traditional circulating collections or kits [S,LD]</p>  | Explore new opportunities for cost sharing/consortium purchasing and resource sharing [S,LD] | Expanded access to resources with cost avoidance and cost savings observed                 |
| <b>GOAL 2:</b><br>Impactful Initiatives  |  |  |  |
| KEY DELIVERABLES:  | <p>Develop a measurement rubric for all Federation programs and services [S,LD,B]</p> <p>Gather quantitative (dollars saved) and qualitative (testimonials) data about Federation services [S,LD]</p> <p>Explore implementation of shared database to gather robust library program data [S, LD]</p> | Ongoing use of rubric and reporting out to members [S]                                       | Measurement rubric developed; Federation initiatives evaluated; new initiatives introduced |

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|                                     |   |  |  |
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| <b>GOAL 3:</b><br>Access to Experts |   |  |  |
| KEY DELIVERABLES:                   | Gather input from members on the ideal composition of a “Pool of Northern Experts” – library and community [LD,B] | Develop or co-develop a Regional skills inventory – library and community; consider skills-based travelling program [S,LD] | Shared expertise with library staff, trustees and patrons; increased programs and or training events |



|  | 2017   | 2018 | Outcomes & Measurement   |
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| <b>Strategic Priority 3 – Solving Challenges</b> |  |      |  |
| <b>GOAL 1:</b><br>Advocacy                       |  |      |  |
| KEY DELIVERABLES:                                | Strike an advocacy working group to develop Federation- wide templates and resources, and an advocacy action plan [S,LD]   |      | Increased community awareness of public libraries and the services they offer  |
| <b>GOAL 2:</b><br>Communications                 |  |      |  |
| KEY DELIVERABLES:                                | Attempt more frequent, shorter, and engaging meeting formats via Skype or video conference: test run with a working committee [S,LD,B]<br><br>Encourage regular updates & discussion about the Federation in member reports to library boards and at library staff meetings [LD,B] |      | Measurable increase in participation in and contribution to the Federation; high awareness of emerging opportunities |

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| <b>Goal 3:</b><br>Strengthened orientations for new library staff and trustees |  |   |   |
| KEY DELIVERABLES:  | Provide a copy of the NCLF strategic plan & key documents to all new library trustees and employees [S,LD,B]<br><br>Develop documents/info-graphics to quickly introduce the Federation to library trustees, staff members and other library stakeholders [S,LD] | You get what you give; develop strategies to encourage participation in and contribution to Federation meetings and initiatives | Improved engagement across Federation; optimized governance |