



STRATEGIC PLAN – 2020-2022

For over 12 years, the North Central Library Federation has been a partnership between libraries in the North Central region of British Columbia. The public libraries in Burns Lake, the Cariboo Regional District, Fort St. James, Fraser Lake, Granisle, Mackenzie, McBride, Prince George, Valemount and Vanderhoof are members of the Federation.

WHAT IS INFORMING THE 2020-2022 STRATEGIC PLAN

Observations about the 2017 – 2018 Plan:

- Too many deliverables in the old plan
- Not a clear direction and hard to understand
- Not achievable
- Role of the Federation is unclear
- The role of NCLF should be our relationships with our member libraries

What members had to say about going forward

- There is limited capacity to accomplish big goals
- Focus on items that can be delivered
- Staff Training & Board Development are a key priority
- Develop library tools and resources
- Expand consortium purchasing and sharing
- Strengthen new trustee orientation
- Place more emphasis on partnerships and access to experts

What's different in the regional environment since the development of the last plan?

- New governments, provincial, regionally, locally
- New trustees, new library managers
- Population change, diversity, age
- Our relationships with indigenous communities are more important
- Emergencies are changing and becoming more frequent (opioids, fires, floods)
- Economy shifts
- Aging infrastructure
- Technology (electric cars & charging stations)
- Service BC and Service Canada don't exist in small centres, banks continue to close – these agencies are directing people to the local public library for online access

Areas of Focus for Our Key Funder:

- Making life more affordable
- Delivering quality programs that people could on
- Increasing opportunities for people to be involved and connected in their communities
- Fostering social inclusion and reducing the impacts of poverty and inequality

What the Board Hopes to See in the Next Plan:

- Continued support for shared resources
- Professional development support
- Stronger relationships among member libraries
- Continued support for programming and extending programming to include specific topic such as technology, nutrition, etc.
- Federation manager continues to play a key role
- Federation staff or board visit every NCLF member library
- Encourage other library managers to visit member libraries
- Joint library board meetings
- Trustee Orientation Training program offered more often in the region
- Continued face to face meetings
- Sharing of policy templates via an online portal – either via the tool shed or the NCLF website
- More funding for NCLF

MISSION:

The North Central Library Federation: working together to strengthen libraries, improve literacy and build stronger communities in the north central region of BC.

VISION:

Vibrant libraries; thriving communities.

VALUES:

- Transparency
- Equality
- Accountability
- Collaboration

STRATEGIC PRIORITIES

- Building Capacity
- Sharing Resources
- Strengthening Relationship
- Increasing the Awareness of the Value of Public Libraries to the Communities They Serve

Priority One: Building Capacity

Delivering and supporting board professional development, particularly in the area of enhanced board governance – Suggested topics: sessions on Roberts Rules of Order, the Roles of Chair and Vice-Chair, Advocacy and the role of boards with local government

Working with the BCLTA to ensure all trustees in the federation have the opportunity to complete BCLTA Governance Workshops (formerly known as the Trustee Orientation Program)

Supporting and delivering professional development for staff – online and in person

- Make connecting among the staff at member libraries easier by creating and maintaining a list of names and positions of various library staff in different libraries – focusing on cataloguing, children’s services and InterLibrary Loan.
- Research how to develop a secondment program

Continuing to deliver programs designed to meet the unique needs of library directors working in member libraries – topics to include financial literacy, staff assessment and performance management, program evaluation, asset management and developing a technology plan

Supporting effectiveness in grant report writing

Measures of success:

- ✓ Most trustees in the NCLF region have participated in a *BCLTA Governance Workshop* session as well as in other trustee professional development opportunities.
- ✓ Boards are more confident and effective in matters relating to their governance role.
- ✓ Impact reports submitted by participants demonstrates the value of these programs.
- ✓ Participation in secondment and peer support programs.
- ✓ Pre and post evaluations show the affect of training.
- ✓ Feedback from the province on member libraries’ grant reports indicates improvement.
- ✓ The role of the federation is better understood.

Priority Two: Sharing both Material Resources (i.e. collections) and Human Resources (i.e. skills)

Demonstrating the value of consortium purchasing initiatives

Expanding options for consortium purchases licensing more databases and offering more products used by library beyond library cards and labels, etc.

Creating templates for developing, delivering and evaluating programs and other services using the **Measures that Matter** approach.

Continuing to support initiatives such as the Book Club Set program as well as looking for other opportunities to share material resources (i.e. puppets)

Developing a program that will eventually see local experts touring the region – sharing regional expertise on matters that are important to people living, learning and working in our region

Measures of success:

- ✓ A comparison of prices for items purchased with and without consortium pricing shows quantities the advantage of consortium purchasing for libraries.
- ✓ Member libraries have developed more consistent methods of reporting on patron feedback which better supports member boards’ advocacy efforts.
- ✓ Experts visit libraries and people attending these programs indicate that they value these opportunities.

Priority Three: Strengthening Relationships

Maintaining face-to-face meetings twice per year and holding additional meetings via video conferencing

Ensuring that the Federation Manager visits all member libraries on a regular basis

Ensuring that NCLF Board representatives report back to their boards on NCLF activities

Facilitating communications among libraries and encouraging and financially supporting joint board meetings among neighbouring libraries – emphasizing the importance of “neighbour to neighbour”

Building relationships with BCLTA, BCLA and ABCPLD by working together with these organizations on professional development activities that support both member boards and library staff

Exploring the possibility of the federation having a presence at the North Central Local Government Association’s (NCLGA) annual conference [the 2020 annual conference is set to be held in Prince George]

Measures of success:

- ✓ Member libraries report that they are holding joint board meetings among neighbouring libraries.
- ✓ NCLF has a presence at the NCLGA conference in 2021.
- ✓ NCLF is valued by BCLTA, BCLA and ABCPLD and is seen to be a supportive partner in improving board governance and deepening staff competencies.

Priority Four: Increasing the Awareness of the Value of Public Libraries to the Communities They Serve

Creating a communication plan for all libraries in the region to use for telling their library’s story to local and provincial government funders via the data the library collects, sample letters on a variety of topics including requests for funding, and a list of key contacts – ministers, ministry staff and the opposition critics

Measures of success:

- ✓ Resources are available and being used.
- ✓ Member boards indicate that they are more confident in their communications with funders.
- ✓ Funders demonstrate a greater understanding of the value of their local public library and there is increased interest in and engagement with the public library and improvements in support.

Conclusion:

The North Central Library Federation's 2020-22 Strategic Plan is intended to guide our organizational priorities for professional development, resource sharing, strengthening relationships and support for advocacy over the next three years. The Plan will be reviewed annually to ensure that intended actions are being completed in a timely manner and to accommodate any shifts in priorities. This Plan has a three-year term and will be reviewed and renewed near the end of 2022.

Approved by the NCLF Board - 2019 December 5