

# **KOOTENAY LIBRARY FEDERATION**

## **STRATEGIC PLAN**

**2015-2018**

Developed by

The KLF Board of Trustees

With input from the Executive Director, Member Library Directors and Trustees

October 18, 2014

Facilitated by

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## A. CONTEXT

### 1. Vision Statement:

Collaborating to Support Outstanding Library Services

### 2. Values Underlying:

*Collaboration* – Active partnership, cooperation, sharing resources, dialogue, networking, synergy, symbiosis, respect

*Outstanding* – Excellence, inspiring, transformative, exciting, beyond expectations

### 3. Three Founding Principles:

- a) To provide a venue for cooperative/collaborative sharing of resources and ideas.
- b) To support and nurture member libraries in the provision of excellent, effective, and efficient library services within our communities.
- c) To advocate on behalf of member libraries and to develop robust partnerships with stakeholder groups in order to ensure the support of all levels of government, the public and the private sector.

### 4. Expectations for the Funds provided by the Provincial Government for the operation of the Federation (Quoted from 2014-15 Grant Letter)

#### a) Shared deliverables for all Federations:

- Work with Libraries Branch, BC Libraries Cooperative and other library partners in the redesign of resource sharing in British Columbia to ensure a user-centred, cost-effective, province-wide approach to seamless service delivery.

- Report to the Ministry the progress made on Federation Goals/Service Plan/Action Plan, Provincial priorities and deliverables outlined in this letter.
- Work to increase the level of cooperation, information and resource sharing between libraries.
- Support province wide efforts to develop and provide cost-effective and accessible training programs for library staff, trustees and volunteers.

#### b) Kootenay Library Federation deliverables:

- **Training and Professional Development**
  - Share with the Ministry your written plan and program for training initiatives.
  - Demonstrate the outcomes of federation training programs.
- **Collaboration**
  - Continue to work with other federations and the BC Libraries Cooperative on common programs and services, including procurement of standards-based equipment, supplies, collections and information technology to maximize economies of scale. This could include collection management and implementation of NNELS (National Network for Equitable Library Service).
- **Resource Sharing**
  - Evaluate the effectiveness and impact of Interlibrary Connect (Kootenay Connect) / direct patron requesting among Kootenay Library Federation (KLF) member libraries, and support further developments of the services with Sitka and other federations.
  - Work with the Ministry in exploring further opportunities for shared services across the library sectors.

**B. SITUATIONAL ANALYSIS**

<b>KLF Strengths</b>	<b>KLF Challenges</b>
<ul style="list-style-type: none"> <li>• Collaborative endeavours, such as consortium purchasing, training and resource sharing, are cost effective and improve library experience for the public</li> <li>• Libraries seen as essential elements of community</li> <li>• Members motivated to work together</li> <li>• Members constitute a large pool of professional knowledge</li> <li>• KLF is able to hire staff to support the work</li> </ul>	<ul style="list-style-type: none"> <li>• Geographical distance</li> <li>• Financial constraints</li> <li>• Federation is not well understood beyond library directors</li> <li>• Gaps in engagement from members (pressures of time, geography, priorities, role clarity)</li> <li>• No authority to direct membership</li> <li>• Changing expectations for service from library users</li> <li>• Lack of agreement amongst membership as to the best form for support</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• More collaboration in sharing resources, including cross-sector partnerships.</li> <li>• Continued training for directors, staff, trustees, and volunteers</li> <li>• Support members to evaluate new and current programs, especially with regards to outcomes assessment.</li> <li>• Be the “eye on the future” for members</li> <li>• Continue work with regional and provincial organizations and associations (e.g. CBAL, colleges, BC Libraries Co-operative, BCLA, other Federations)</li> </ul>	<ul style="list-style-type: none"> <li>• Funding constraints</li> <li>• Shifting provincial government priorities</li> </ul>

## C. STRATEGIC ISSUES

In the course of the discussion, the following, somewhat overlapping priorities, were identified:

### 1. Resource Sharing

- Expand and further develop Kootenay Connect
- Use each other as resources (e.g. mentoring)
- Good ideas and best practices (e.g. fund raising)
- Knowledge of resources (e.g. professional development opportunities)

### 2. Professional Development

- Support the development of a culture of learning
- Maintain and build partnerships as appropriate
- Develop priorities
- Role in brokering professional development opportunities (matching needs to opportunities)
- Need for review, feedback, evaluation

### 3. Communication

- Local trustees to be more knowledgeable
- Sharing information about successful practices
- Communication to be two-way engagement

### 4. Finances

- Sources: governments, Columbia Basin Trust, fund raising
- KLF to advocate for funding (general, not local)
- KLF to be stable, sustainable

### 5. Leadership

- KLF to be looking ahead on behalf of members
- Lead, facilitate the development of common systems

### 6. Technology

- Support members to adapt to and better utilize technological advances.
- Leverage common system to maximize return on investment.

Goal 1: Continue collaboration amongst members, and with external partners, to provide a range of services and activities to enhance library services.

Objective	Indicators	Strategies	Responsibility	Time Frame
<p>KLF members collaborate internally and with external partners on:</p> <ul style="list-style-type: none"> <li>- training</li> <li>- programming</li> <li>- purchasing</li> </ul>	<ul style="list-style-type: none"> <li>• KLF libraries develop and share in-house strategies to support staff learning</li> <li>• The KLF acts as a hub for training and information sharing for member libraries</li> <li>• The KLF offers library programming opportunities</li> <li>• The KLF offers consortium purchasing arrangements</li> </ul>	<ul style="list-style-type: none"> <li>• Support a learning culture within member libraries.</li> <li>• Connect members with learning resources through existing communication channels of email and website</li> <li>• Conduct annual training needs assessment,</li> <li>• Clearly state expected goals &amp; outcomes for training</li> <li>• Organize training events, including conferences, when these are deemed to meet desired outcomes</li> <li>• The KLF maintains connections with other library federations, the BC Libraries Co-operative, CBAL, local colleges, the CBT and REACH.</li> <li>• Support member libraries to interact with and support the K-12 sector</li> </ul>	<p>KLF Staff in consultation with library directors</p>	<p>Ongoing to 2018</p>

Goal 2: Leverage investment in shared IT infrastructure and apply web-based opportunities to improve library services.

Objective	Indicators	Strategies	Responsibility	Time Frame
<p>Working with the BC Libraries Co-operative, the KLF and its members will opt-in and employ technology to enhance library services.</p>	<ul style="list-style-type: none"> <li>• The KLF and its members encourage the use of the Sitka integrated library system for all libraries including colleges and K-12 sector.</li> <li>• The KLF and its members develop and apply policies that support best practices for this shared system.</li> <li>• The KLF supports member libraries in adopting new services that arise from affordable and appropriate technological advances.</li> <li>• The KLF continues to support delivery of online content to patrons through the libraries’ virtual branch.</li> <li>• The KLF utilizes online and remote training services as appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>• The KLF provides support to member libraries adopting Sitka</li> <li>• The KLF works with members to explore and facilitate transition to new service opportunities such as Kootenay Connect, regional collection development, centralized purchase of shelf ready materials and shared floating collections</li> <li>• The KLF supports technology reviews and upgrades as appropriate – e.g. IT Assessments for member libraries and consortium purchasing of IT components</li> <li>• Participate in BC Libraries Co-operative governance and function management groups</li> </ul>	<ul style="list-style-type: none"> <li>• KLF Staff in consultation with library directors</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing to 2018</li> </ul>

Goal 3: Build capacity and resiliency in the Kootenay Library Federation.

Objective	Indicators	Strategies	Responsibility	Time Frame
The KLF members improve internal dialogue and networking	Up-to-date list of KLF Board reps is maintained.	<ul style="list-style-type: none"> <li>Member libraries inform KLF office annually of appointment to KLF Board</li> </ul>	Library Directors or Board Chairs	March 31, 2015 and ongoing
	Trustees feel informed about the KLF activities.	<ul style="list-style-type: none"> <li>KLF updates are a standing item at member board meetings</li> <li>KLF director invited to attend member board meetings (min 3 per year)</li> </ul>	Library Directors or KLF Board reps and KLF Director	January 2015 and ongoing
	All trustees at member libraries are aware of the KLF.	<ul style="list-style-type: none"> <li>KLF primer is included in each library's board orientation package</li> </ul>	KLF staff and member Library Directors.	January 2015 and ongoing
	Member libraries provide quarterly updates to KLF office	<ul style="list-style-type: none"> <li>WIKI or similar made available to gather and disperse KLF member activities</li> </ul>	KLF Library Directors	March 2016 and ongoing
KLF meets deliverables as outlined by Province's Libraries Branch	Sustained or improved funding	<ul style="list-style-type: none"> <li>Examine and report on KLF activities demonstrating attention to Libraries Branch deliverables.</li> </ul>	KLF staff	Annual as per deadlines set.
		<ul style="list-style-type: none"> <li>Meet all reporting requirements from Libraries Branch</li> </ul>		
Further develop policies manual for Kootenay Library Federation	Policies are identified and approved	<ul style="list-style-type: none"> <li>Develop 2 policies per month and submit for approval</li> </ul>	KLF staff & policy committee	Ongoing
Seek funding for KLF projects	Funds available for specific projects	<ul style="list-style-type: none"> <li>Seek and apply for grants</li> </ul>	KLF Director	Ongoing