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BRITISH COLUMBIA LIBRARY TRUSTEES ASSOCIATION

STRATEGIC PLAN 2010-2013

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## THE STRATEGIC PLAN

Like many other organizations, BCLTA is facing some challenges which have generated the need for this strategic plan. Some of those challenges include:

- Financial sustainability
- Capacity to keep up with the workload

This plan addresses all of these challenges and presents goals, objectives and strategic areas of focus (work plans) that will provide the direction needed for the Board, staff, members and partners.

## MISSION AND VISION

The Mission and Vision statements have been updated by the Board.

### MISSION

*To support and represent trustees in advancing public libraries.*

### VISION

*Vital to Library Trustees*

## GOVERNANCE

The Board is made up of 8 members including an immediate Past President

The primary functions of the Board are:

- creating following the goals and objectives of BCLTA
- establishing the mission, vision and mandate
- strategic planning and corporate direction
- assuming final authority and accountability for all operations
- ensuring all operations comply with all applicable legal and regulatory requirements
- ensuring “customers” served by the organization are represented in operations and activities
- advocating for the resources required to carry out the mission and mandate of the organization.

The Board is supported by an Administrative Assistant.

## 2010-2013 STRATEGIC AREAS

The following areas have been designated by the Board as priority issues that need to be addressed. Some are very short term while others will take more time to develop and implement.

### 1.0 GOAL: ADVOCATE ON BEHALF OF THE LIBRARY SECTOR

**One of the primary advantages of having an organization such as BCLTA is that we have access to key political and community leaders and organizations as a provincial organization.**

#### 1.1 Objective: Represent the interests of libraries and increase public awareness

<i>Strategic Areas of Focus</i>	<i>Outcomes</i>	<i>Responsibility</i>	<i>Status</i>
Create a marketing toolkit to raise awareness of libraries. Create a kit that that can be used in lead-up to municipal elections; to assist libraries and library partners (e. g. Friends groups) in	Increase awareness of library issues	Board	

<i>Strategic Areas of Focus</i>	<i>Outcomes</i>	<i>Responsibility</i>	<i>Status</i>
raising awareness at the local and municipal level; to facilitate conversations, etc. with anyone asking about libraries	Increased awareness of library issues by politicians, partners and the general public.	Board, staff, consultant	
Hold “sharing forums” around the province and at the 2011 AGM to gather issues and ideas from the membership for future BCLTA work and to facilitate communication with and among members	Increased networking of libraries amongst themselves and BCLTA	Board	

**1.2 Objective: Broaden provincial and local government awareness of BCLTA and ensure that library needs are top-of-mind -- particularly during the budget planning process**

<i>Strategic Areas of Focus</i>	<i>Outcomes</i>	<i>Responsibility</i>	<i>Status</i>
Liaise with Ministry of Education	Continued good working relationship with key government staff	Chair	
Work on building staff to staff relationships with Ministry representatives	Improved working relationship with PLSB	Chair, staff	
Use Libraries in Dialogue as a way to build relationships	Improved working relationships	Board, staff	
Assist local libraries and governments to renew/upgrade BC’s library infrastructure <ul style="list-style-type: none"> <li>Conduct phases 2 &amp; 3 infrastructure needs analysis, including monies needed now and in the future and share information with the province, local governments, members, etc.</li> <li>Gather information on infrastructure funding</li> </ul>	<ul style="list-style-type: none"> <li>Increased access to funding for libraries</li> <li>Reduced costs to local libraries</li> <li>Completion of Phases 2 &amp; 3 of study</li> </ul>	Board	

<i>Strategic Areas of Focus</i>	<i>Outcomes</i>	<i>Responsibility</i>	<i>Status</i>
sources, grants, resources, consultants and share with membership <ul style="list-style-type: none"> <li>Continue to press government to implement alternative solutions for funding shortfalls- e.g. tax exemptions, long-term borrowing powers, changes to Development Cost Charge framework, etc.</li> </ul>			

### 1.3 Objective: Develop relationship with UBCM and other community groups

<i>Strategic Areas of Focus</i>	<i>Outcomes</i>	<i>Responsibility</i>	<i>Status</i>
Develop MOU's where practical and/or for joint projects	Increased leverage for issues	Chair, staff	
Continue to offer training opportunities for Council members newly elected to library boards	Improved understanding by Councils of library issues.	Board	

## 2.0 GOAL: PROVIDE SUPPORT FOR LIBRARY TRUSTEES

Boards and individual trustees across the province face a number of issues annually and BCLTA is often asked to provide support for them.

### 2.1 Objective: Provide relevant training programs

<i>Strategic Areas of Focus</i>	<i>Outcomes</i>	<i>Responsibility</i>	<i>Status</i>
Adapt content and delivery method for target audience, new members, regional boards, municipal councilors	Increased relevance of TOP to all audiences	TOP Committee	
Review TOP Online and consider replacing it with a comprehensive TOP Resource Centre for ongoing	Increased access to relevant information by all trustees, BCLTA	TOP Committee	

<i>Strategic Areas of Focus</i>	<i>Outcomes</i>	<i>Responsibility</i>	<i>Status</i>
trustee support- e.g. video tutorials, one-topic webinars, online resources and materials			
Consider development of “TOP UP” program for refresher courses, one-off sessions on conflict of interest, strategic planning, budgeting, etc.	Increased ability by trustees to improve their skills and abilities	TOP Committee	

**2.2 Objective: Assist trustees and boards to deal with local, regional, and provincial issues**

<i>Strategic Areas of Focus</i>	<i>Outcomes</i>	<i>Responsibility</i>	<i>Status</i>
Address advocacy, funding, infrastructure, relationship building	Increased political and public awareness of library issues	Chair, Ivan	
Develop a marketing toolkit under Goal #2 that could be one facet or chapter of a larger, one-stop resource addressing many different topic areas of interest that would be relevant to libraries	Increased political and public awareness of library issues	Chair, Ivan	

**2.3 Objective: Provide communication opportunities amongst trustees**

<i>Strategic Areas of Focus</i>	<i>Outcomes</i>	<i>Responsibility</i>	<i>Status</i>
Multi-year outreach process	Increased support by regional boards	Board, staff	
Provide learning and network opportunities for trustees at the annual conference	Plan Presence, Sessions, etc at conferences	Board, staff	

### 3.0 GOAL: IMPROVE BCLTA OPERATIONS

It is always important to ensure that operations of any organization are efficient and effective.

#### Objective 3.1 Develop a sustainable funding plan

<i>Strategic Areas of Focus</i>	<i>Outcomes</i>	<i>Responsibility</i>	<i>Status</i>
Identify Existing Additional Revenue Streams	Increased revenue	Board, staff	
Create New Revenue Streams	Increased revenue	Board, staff	
Look for ways to decrease costs	Sustainable budget	Board, staff	

#### Objective 3.2 Ensure BCLTA Governance is current and relevant

<i>Strategic Areas of Focus</i>	<i>Outcomes</i>	<i>Responsibility</i>	<i>Status</i>
Policy manual reviewed and changes approved	Policies updated	Board	

#### Objective 3.3 To review and update website content as necessary

<i>Strategic Areas of Focus</i>	<i>Outcomes</i>	<i>Responsibility</i>	<i>Status</i>
Update website as needed	Current and relevant website	Board, staff	

## CONCLUSION

BCLTA plays an important role for public libraries by working on key issues through advocacy and education of many sectors. We are seen as leaders in advocating for libraries so our plan reflects our long term plans to continue with that key goal.