

Planning for our future

You can't really predict the future. All you can do is invent it.

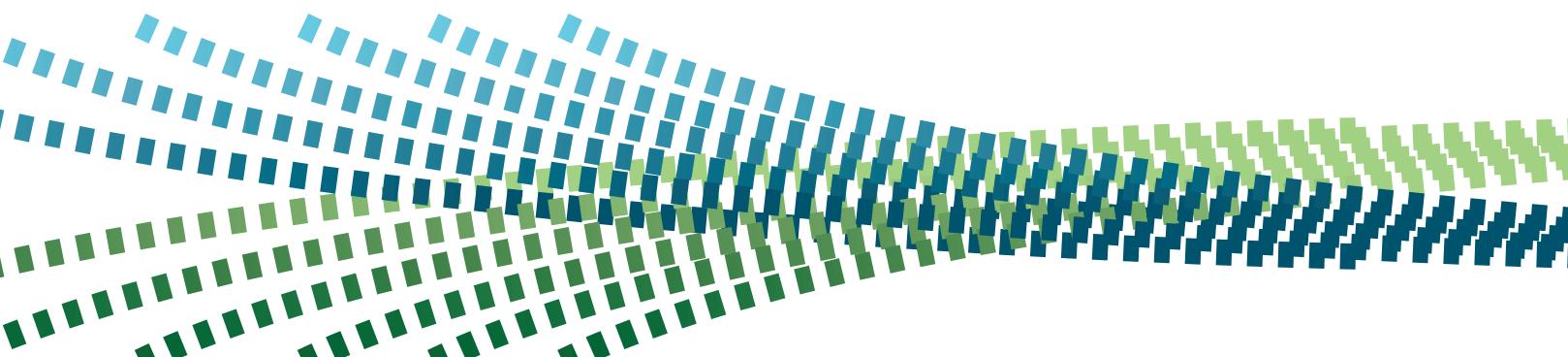
— Frederik Pohl

Our mission requires not only that we understand the challenges facing libraries, but also that we guide and support our membership through times of unprecedented change.

We're committed to developing the best support and service infrastructure for our members. Cooperation makes that easier. Sharing makes us more responsive to local needs as well as to common opportunities and challenges.

In order to do these things we need to plan our work and effort, and make sure we build on our achievements to prepare for new situations the future will inevitably bring.

This document outlines the priorities and considerations which will command our time and attention over the upcoming years. We are striving to be awesome.



Strategic Priorities

Deliver shared operational infrastructure and resources The Coop is founded on the idea that sharing is the most effective and economic way to help members help people. Opportunities to aid our members abound and we want to foster and incubate initiatives that enhance and expand these resources. Leveraging Our Success We have been successful in helping members with Sitka, simplified licensing, and better connectivity through BCNet. Our plan outlines initiatives to provide better web

Communicating Our Message

No matter what the future holds, being prepared to tell the story of the Coop and its work, and being able to express its value and powerful nature is crucial to us and to an ever expanding audience of interested organizations.

services, refine our business practices, and look for new

opportunities that can benefit us all.

Goals

Deliver shared operational infrastructure and resources

1.1 Expand and improve services

1.1.1	Attract and retain members
2013	Target 5% of new members 2013; Improved engagement with administrative
	members & tracking loss, if any
2014	Target 5% of new members 2014; Improved engagement with administrative
	members & tracking loss, if any
2015	Target 5% of new members 2015; Improved engagement with administrative
	members & tracking loss, if any
Status	On track for 2013; TBD; some correlation with incubator opportunities, below
Status	Offitack for 2010, TDD, some correlation with incubator opportunities, below
1.1. 2	Auditing "Cood stuff good sorvings good value"
	Auditing "Good stuff, good services, good value"
2013	Satisfaction surveys; continuous improvement & decisions based on feedback
	Incubator opportunities considered on a case-by-case basis; criteria for acceptance &
	consideration developed
2014	Satisfaction surveys; continuous improvement & decisions based on feedback
2015	Satisfaction surveys; continuous improvement & decisions based on feedback
Status	2013 SBFG & CMSS surveys issued, analyzed & reported back. Operational adjustments
1.1.3	Create Incubator Opportunities that will contribute to expansion and
	improvements in services
2013	Incubator opportunities considered on a case-by-case basis; criteria for acceptance &
	consideration developed
2014	Criteria deployed; active consideration & piloting of opportunities
2015	Criteria refined; new services fully operational
	Charle remod, new 301 vioco rany operational

Status Several opportunities being evaluated & reviewed

Goals

Deliver shared operational infrastructure and resources

1.2 Provide efficient and cost effective services

1.2.1 Develop a sustainable services model 2013 Develop a financial modeling tool to support a sustainable & resilient funding & operational model 2014 Update the financial modeling tool to support new products and services 2015 Financial modeling tool fully operational Status Preliminary proposal for a student Coop position (MBA/MPA/CGA) to engage in financial modeling & analysis before Finance sub committee 1.2.2 Implement a sustainable services model 2013 Supplement existing financial processes with an analysis of costs by area to inform

pricing and additional revenue targets

2014 Reduce financial 'risks' through use of tool to inform projections for existing and emerging opportunities

Improved articulation of the *value* of membership

2015 Finding and documenting efficiencies and cost effective strategies
New knowledge around financial efficiencies to support governance and operational decision-making

Leveraging Our Success

21 **Develop and implement revenue** generation opportunities for Sitka

2.1.1	Focus on development of key revenue generation opportunities
2013	Increase membership in Sitka; continue responding to RFP & orientation requests
2014	Develop costing & secure resources to enable hosted sandboxes
2015	Targeted geographical expansion
Status	Orientations scheduled for 5 libraries in Q1; 8 libraries in the queue for migration
2.1. 2	Increase the profile of Sitka / Evergreen
2013	Present @ CLA & Host the Evergreen International Conference in Vancouver FAQ /
	Information & proactive orientation sessions for target audiences
2014	FAQ / Information & proactive orientation sessions for target audiences in all 'sectors'
2015	Take it on the road
Status	Fully engaged in preparations
	Scheduling TBD pending available resources

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Goals

Leveraging Our Success

2.2 Implement a CMSS renewal & expansion plan

2.2.1	Build-out and expand CMSS
2013	Refresh phase 1 of the CMSS initiative
2014	Refresh phase 2; Price & extend CMSS to new members
2015	Refresh phase 3; Price & extend CMSS to new members
Status	Existing users surveyed; Project Manager engaged on a 1 year contract; kickoff
	meeting held
2.2. 2	Customize CMSS
2013	Define 'stock' and custom CMSS
2014	Build, define and market options
2015	Build, define and market options

2.2.3 Leverage CMSS opportunity

2013 Consider 'Vetting Plug- ins' or other related possibilities
2014 Price, operationalize & implement associated opportunities
2015 Price, operationalize & implement associated opportunities

Leveraging Our Success

2.3 Increase licensed product & consulting service diversification

2.3.1	Examining Current Business
2013	Examine services and products currently offered
	Examine effectiveness of existing forums for collaboration
2014	Shifting product mix where possible, reflective of member input and emerging
	best practice
	Articulating consulting depth & availability; identifying new resources
2015	Investing in high-value and strong sustainability initiatives with over-arching goals
	of innovation, access and open; stronger together
Status	Examination underway
2.3. 2	Implementing NEW business
2013	Identify new & emerging opportunities

2013 Identify new & emerging opportunities 2014 Presenting an 'Exclusive Product Range' & consulting services 2015 Developing, partnering & fostering solutions that deliver on economies of scale & that utilize open tools to reduce base costs and promote community investments Status DIY Video Streaming Kit in collaboration with partners is just one example currently underway

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Leveraging Our Success

2.4 Provide and support leadership within the community

2.4.1	Create and build more strategic partnerships
2013	Continue to network with existing partners & identify new strategic partners
2014	New partnerships developed; new opportunities leveraged; existing relationships maintained
2015	New partnerships developed; new opportunities leveraged; existing relationships maintained
Status	Several new relationships developed & strategic networking opportunities planned or identified
2.4. 2	Demonstrate leadership in the provision of connectivity &
	network environment strategies
2013	BCNet press release planned in January
2014	IT Assessments complete across BC & Manitoba
	Enhanced connectivity enabled in critical regions
2015	Enhanced connectivity enabled in critical regions; bar raised overall
Status	Historic agreement executed with BCNet & press release issued
	NCLF IT assessment 50% + complete.
2.4. 3	Incubator ideas applied to influence & augment best practice
2013	Facilitate adoption & promotion of successful incubator ideas
2014	Facilitate adoption & promotion of successful incubator ideas
2015	Facilitate adoption & promotion of successful incubator ideas
Status	Ehook summit open data initiatives digitization efforts; all are emblematic

Communicating Our Message

3.1 Develop & implement communications plan

3.1.1	Assess staffing and resource requirements
2013	Good communication requires adequate resourcing; assess requirements
	Make best use of available communications tools within available resources
	Support communities of practice within Sitka and Licensing communities
2014	Resource accordingly; seek funding if required
2015	
Status	
3.1. 2	Assess and better understand key audiences
2013	
2014	Evaluate existing and develop new communications tools
	Identify and Confirm Communication Priorities
	Identify key messaging for different audiences
2015	
Status	
3.1. 3	Define the Co-op's unique value to members
2013	
2014	Research and segment audience segments and their unique communication needs
2015	
Status	
3.1. 4	Launch targeted communications plan
2013	
2014	
2015	Select initial audiences for pilot rollout
	Rollout pilot
	Evaluate pilot success
	Tweak nilot plan; rinse, lather, repeat

Status Visual identity product & Coop website enabling ever improving communications

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