

Canadian Library Association Strategic Priorities 2013 - 2014 *ACTION PLAN 2014*

Amended June 3, 2015

(Originally approved December 2013; amended and approved May 2014; amended and approved September 29, 2014)

	Task Name	Resource Name	Status	Due by	Comments
Goal Area 1. Champion Library Values and the Value of Libraries					
<i>CLA strives to champion library values and the value of libraries with the public, elected and appointed officials and the library and information communities.</i>					
1.1	Increase the public awareness of the value and impact of all types of libraries and the important role of librarians and other staff				High-Medium Ranking
	Submit Brief to Council on Canadian Academies (CCA): <i>Memory Institutions and the Digital Revolution</i>				
	Develop an information strategy to help Canadians and Canadian libraries support libraries experiencing disasters				
	Develop national response to closure/amalgamation of federal libraries		Completed		
	Build relationship with new Librarian and Archivist of Canada when appointed		Ongoing		
	Complete Brief Submission to Royal Society of Canada Expert Panel on <i>The Status and Future of Canada's Libraries and Archives</i>		Completed		
	Continue bi-lateral meetings with Library and Archives Canada senior management team (3x/year)		Ongoing / Operational		
	Use appropriate and effective technologies to build greater public understanding and support for libraries of all types				
	Develop, measure and monitor a more robust CLA social media strategy				
	Work with Canadian Library Month Partners to develop an electronic media component		N/A		No longer relevant as CLA has chosen not to continue with Canadian Library Month and to focus its efforts on ongoing advocacy initiatives
1.2	Increase the research and evaluation documenting the value and impact of all types of libraries				High - Medium Ranking

	Produce brief to Royal Society of Canada on Status and Future of Libraries and Archives		Completed		
	Support the CLA Statistics and Values Task Force and respond to final report and recommendations (May 2014)		On hold		Support in principle however there is no funding currently available to fund the recommendation actions.
	Collaborate with Libraries and Archives Canada and Task Force on national statistics project		In progress		Discussions taking place - 8Rs is focus. LAC not interested in pursuing a larger metrics project
	Leverage the work of Counting Opinions for the development of a national library statistics database				
1.3 Lead and/or partner on the development of library-related initiatives to celebrate Canada's sesquicentennial in 2017					
	Initiate planning for CLA Canada Sesquicentennial (2017) Project		In progress		Attempting to identify project, funding and partners.
	Seek and promote support for local and pan-Canadian library sesquicentennial projects				
Goal Area 2. Advocacy: Influence public policy influencing libraries					
CLA equips and leads advocates for library issues and the library profession					
2.1 Increase CLA's role in the development of library-related federal legislation, policy and standards					
	Strengthen CLA relationship with key federal ministries and agencies: Canadian Heritage; Canada Post; Public Works and Government Services Canada; Human Resources and Skills Development Canada; Privy Council Office; Citizenship and Immigration Canada				
	Ask Canadian Heritage for funds to expand Young Canada Works program				
	Work with Heritage Canada Foundation on a new awards program for Canadian libraries				
2.2 Support and enable the development of library-related local and provincial legislation, policy and standards					
	Determine role that CLA can play and act on it				
2.3 Lead the advocacy of important library and information issues as appropriate and as needed such as literacy, open access, intellectual freedom, privacy, copyright, library materials rate, federal government libraries, equity of access and services for the print disabled					
	Support CLA Copyright committee in maintaining watching brief and response on copyright issues including copyright legislation, Access Copyright and WIPO		Ongoing		Essential in a reactive way

	Ensure CLA response to Canada's Action Plan on Open Government Consultations		Complete		Is this an ongoing item or do we need to change language or add an item? Consultations complete but still ongoing work I believe.
	Initiate planning for CLA Hill Day in 2015 in conjunction with CLA Ottawa conference		Complete		A variation was planned for 2015 and was deemed successful and is followed by a full fledged federal election campaign for 2015
	Continue advocacy for funding for services for the print disabled				
2.4	Strengthen collaboration and alliances with organizations at the national level on issues affecting libraries and information services				Essential
	Draft for approval an Issues management framework	Sandra Singh			
	Develop and implement the Materials Rate Advocacy/Leveraging strategy		Deferred		No date set for deferral
	Appoint CLA member to CELA (Centre for Equitable Library Access) Steering Committee		Completed		Committee has been sunset and replaced with a board of directors
	Ensure CLA response to consultations on Federal Digital Economic Strategy		Completed		
2.5	Increase resources and training for advocates and library institutions seeking to secure increased support and funding for all libraries				Low Ranking
	Produce and promote <i>Library Advocacy Boot Camp</i> at CLA Victoria		Completed		And also produced and delivered at CLA 2015 in Ottawa
	Ensure promotion of libraries and library issues identified as election issues during 2014 Canadian Library Month in order to support and assist with provincial and local advocacy efforts during election year		Completed		Libraries and library issue campaign is being planned and almost ready to launch for 2015 federal election. Micro-site has been created which will be made available to provincial and territorial library associations for future use in their provincial and territorial elections.
	Collaborate with library organizations developing provincial election advocacy strategies for libraries		Ongoing		Micro-site has been created for election awareness campaigns which will be made available to provincial and territorial library associations for future use in their provincial and territorial elections.
2.6	Implement a Canadian E-Book policy and strategy in collaboration with :library sector partners				Essential

	Investigate partnering with CULC, CARL, CRKN, PTPLC, and ALA on a Canadian E-book policy and strategy		Complete		Strategy developed and is now being implemented - hence the change in the task from develop to implement. Principles and strategy can be found on CLA website
Goal Area 3. Member Engagement and Excellence: Inspire and support member learning <i>CLA provides an environment in which all members regardless of location or position, or individual or organizational member, have opportunities to participate in, contribute to and benefit from engagement in their association.</i>					
3.1	Increase opportunities for member innovation and experimentation by creating tools and test beds in both the physical and virtual realm for members				Low Ranking
3.2	Strengthen relationship with and promote The Partnership continuing education offerings to CLA members				Essential
	Strengthen relationship with and promote <i>The Partnership</i>		In progress and ongoing		
	Provide support to CLA network groups offering workshops and webinars to members		N/A		Executive Council decided to no longer offer CE opportunities through CLA avenues other than conference. CLA will instead promote offerings of the The Partnership and will share potential content suggestions from CLA Networks and Committees with The Partnership for consideration and development (either on their own or in partnership with CLA).
	2014 CLA Victoria Conference				
	Introduce and evaluate new conference committee and program structure		Complete		
	Incorporate concept of Summit day into the conference and recommend options for summit structure to replace current multi-session structure		Complete		
	Increase on-site member engagement				
	Increase conference attendance by 5%				
	Work cooperatively with BC library associations and institutions to strengthen employee /member participation		Complete		
3.3	Strengthen support for and collaboration with CLA's member committees, networks, task forces, juries, special teams, student chapters and retired members				High Ranking
	Develop a series of common strategies that will engage CLA Units and external partners of CLA				

Support the strategic objectives listed below as identified by the CLA Networks:				
<p><u>CLASC-Canadian Libraries Are Serving Children Network:</u> become a national forum for supporting and connecting those who work with children in school and public libraries; provide a forum for the exchange of ideas and resources relating to children and libraries, including but not limited to: children’s information needs, recreational interests, library programs, collection development, readers’ advisory services, spaces in libraries and, intellectual freedom.</p>				
<p><u>CLA Montreal Network:</u> increase membership; strengthen relations with area library school programs; work more closely with CLA HQ.</p>				This Network is currently inactive and without a moderator
<p><u>Collection Development and Management Network:</u> plan and deliver a successful pre-con at CLA Victoria 2014; develop a communications and marketing plan to increase awareness and membership and provide added value to network members.</p>				
<p><u>Community-Led Library Service Network:</u> promote the network to library workers and graduate and technician programs in order to increase interest and knowledge of community-led work and, expand opportunities to engage others in sharing and developing best practices in implementing and evaluating community-led library service; create a series of discussion and research papers exploring aspects of community-led work that leads to action (e.g.services for incarcerated peoples)</p>				
<p><u>Evidence Based Library and Information Practice Network:</u> promote the value and importance of evidence-based librarianship and scholarship within the wider community of library and information professionals; raise the profile of EBLIP by increasing network membership and by encouraging member participation in EBLIPN social media and in-person events.</p>				

	<p><u>Government Information Network</u>: monitor issues relevant to accessing government information and communicate results that will help inform and engage civic participation by both members of government content (from all levels of government); advise and encourage CLA Executive Council to continue to support perpetual access to government information in Canada; develop a training strategy to support and develop librarians new to working with government information, as well as those seeking to maintain and update their own knowledge in this area.</p>				
	<p><u>Government Libraries Information Professionals Network</u>: plan and deliver four events on topics relevant to the Canadian library and information management community. Key outcomes of each institute/summit will include next steps for stakeholders and tentative topics include “Digital Library of Canada-focusing on digitization initiatives-where we are and where we need to go”. “Days of Data (data management, open data etc)”, “Measure for Measure-performance measurement, impact etc”. Our second strategic priority is to support the continuing professional development needs of public sector information professionals through the delivery of learning activities using multiple delivery mechanisms.</p>				
	<p><u>Human Resources Network</u>: update the CHRC (Cultural Human Resources Council) Competency Charts for library workers; update the ‘InfoNation’ website.</p>				
	<p><u>Information Services for Business Network</u>: share ideas and techniques for services, resources and marketing in order to foster innovation and comprehensive service to business.</p>		Ongoing		
	<p><u>Library and Literacy for First Nations Network</u>: re-establish the network and establish contacts in provincial/territorial indigenous groups to participate in and unify the network; change our name from First Nations to Indigenous Peoples of Canada Network.</p>		Network re-established		

	<u>Library History Network</u> : celebrate our successes since 1980 including focusing on and encouraging awareness of library history and research; focus on publication and improved communication with other members of the academic community.				
	<u>Trustee Network</u> : secure broader representation of trustees in network, enabling a strong and more coordinated trustee voice in public library governance.				
	<u>Visible Minority Librarians in Canada</u> : mentor visible minority librarians and library school students; survey visible minority librarians in Canada to identify major issues and concerns.				
	<u>Voices for School Libraries Network</u> : promote <i>National School Library Day</i> and a <i>Canada-Wide Drop Everything and Read Event</i> ; complete the national school libraries standards initiative; build the network through use of social media tools.		Complete and ongoing		They are looking for more support; we are challenged in providing it as the initiative needs a full time project manager which we are not in a position to provide.
3.4 Evaluate CLA's publications program					Completed
	Complete review and recommendations for monograph publications program		Completed		Program eliminated. Only those publications already in the pipeline are to completed.
	Complete review and recommendations for publications distribution program		Ongoing		Program is still of value to CLA and feasible to maintain however is being monitored regularly
	Ensure IFLA presence in <i>Feliciter</i> , <i>CLA Digest</i> and <i>CLA.ca</i>		Ongoing		
	Review <i>Feliciter</i> and the potential of moving from a PDF document to an online publication framework that allows for more interactive use of the material within – ie – reuse and sharing of parts of the publication if desired.		Completed and In Progress		Decision to move to an online magazine has been made. Staff are now working to move to that platform. Member Communications Committee has been consulted on potential name change and will continue to be consulted on content.
3.5 Strengthen CLA's value proposition framework and member promotional and engagement strategy					Essential
	Articulate CLA value propositions framework		In Progress	1-Jan-15	
	Develop and implement stronger organization-wide communications strategy				INTERIM STRATEGY TO BE DEVELOPED RE MBR COMMUNICATION AND CLA STRUCTURE REVIEW
	Develop and implement an environmental scan (survey) of the library and information services community		N/A		

	Continue to enhance a web and social media presence that engages members and the public		Ongoing		MAINTENANCE ONGOING FUTURE STRATEGY TO BE DEVELOPED however are consciously trying to improve web and social media presence. Interim web site approved and discussion has begun - work to being soon - it is dependent on a new platform for the database which we are trying to work out right now.
	Evaluate and strengthen CLA's use of social media strategies		Defer		However we are consciously trying to improve web and social media presence
Goal Area 4. Partnerships: Collaborate to strengthen the library community					
<i>CLA develops and fosters relationships with stakeholders to work toward strengthening the viability of the library community.</i>					
4.1	Increase collaboration and alliances with organizations and institutions to advance legislation, public policy, programs and funding that support libraries and information services. The following list is not meant to be exhaustive.				Essential in a reactive way
	<i>The Partnership</i>				
	Strengthen relationship with and promote <i>The Partnership</i> continuing education offerings to CLA members		Ongoing		
	<i>CULC: Canadian Urban Libraries Council</i>				
	Maintain and strengthen ongoing relations		Ongoing		
	Support and promote the Public Library Leadership Development Fellows program				
	Liaise with CULC and CNIB regarding the development of CELA (Centre for Equitable Library Access)		Completed		
	<i>CARL: Canadian Association of Research Libraries</i>				
	Maintain and strengthen ongoing relations		Ongoing		
	<i>PTPLC: Provincial and Territorial Public Library Council</i>				
	Participate in PTPLC monthly tele-meeting as required				Have not been invited
	Liaise with PTPLC regarding the development of NNELS /the HUB				
	<i>Ex Libris: (association of retired librarians)</i>				
	Strengthen relationship especially its presence at CLA national conferences		Ongoing		We provide them with a complimentary booth at conference and provide them with the opportunity to submit content for presentation. We also support and partner with them on their award, the WK Lamb Award for Services to Seniors.
	<i>Canadian Library Schools and Library Technician programs</i>				

Ensure a minimum of one member-champion liaison visit to each Canadian Library School and Library Technician Program				
<i>LAC (Libraries and Archives Canada)</i>				
Meet thrice/year with LAC Head, or more frequently as required		Ongoing		
Negotiate Ancestry.ca license distribution program for Canadian provinces and Territories				
Continue to advocate for appointment of new head		Complete		
<i>Canadiana.Org</i>				
Develop, implement and promote Premium Licensing program to Canadian public libraries with new Canadiana.Org board				
<i>Provincial and territorial library associations</i>				
Strengthen relationship with provincial and territorial library associations		Ongoing		
Explore federated structure		In progress		
Investigate CLA annual conference in Toronto for 2017		N/A		Was investigated. Did not have CLA dates and then decision was made to forego committing to a conference in 2017 and to leave that decision up to the new National Library Association.
<i>IFLA</i>				
Maintain ILFA presence in CLA print and E publications		Ongoing		
Coordinate Canadian Caucus at 2014 World Library and Information Congress in Lyon, France		Completed		Work is also almost complete on the coordination of the Canadian Caucus at 2015 WLIC in Cape Town, SA
<i>Carleton University</i>				
Complete agreement between CU and CLA for the processing of Merv Tweed archives related to the Libray Materials Rate program				
<i>RDA</i>				
Distribute updated print version when available		Ongoing		
Ensure CLA representation at co-publisher (CLA/ALA/CILIP) meetings	Executive Director	Ongoing		
<i>American Library Association</i>				
Support accreditation and re-accreditation of Canadian library school programs		Ongoing		CLA sends and financiallu supports a representative to observe the accreditation process
Review role of and need for CLA observer re accreditation processes that include Canadian members on accreditation committees		Completed		January 2015 - Determined it was a necessary role as CLA is the neutral observer to the process

Goal Area 5. Organizational Excellence				
CLA operates effectively, efficiently and creatively to serve its members				
5.1	Governance			
	Develop and implement an organizational structure, both council and staff to meet the changing needs of members, libraries and the users they serve		In Progress	Immediately
	Strengthen CLA's governance and management processes			
	Complete orientation for new executive council members		Ongoing	This is and should be a standard governance procedure completed when new Executive Council members are elected.
	Implement staggered appointments for CLA committees, juries and networks			Essential
	Ensure action and report out on Resolutions from 2014 AGM		N/A	
	Investigate holding AGM outside of annual conference and in line with calendar year of Executive Council terms		N/A	Council terms were brought back in line with the AGM
	Review need for appointment of CLA observers to ALA Accreditation teams to Canadian library schools; if still required, create guidelines and role document for observers.		Defer	See action above in task 4.1 under American Library Association
	Establish new committee or jury for CLA Research and Development grant applications		Defer	We already do have a committee that reviews the applications and makes a recommendation to EC. Unless we are talking about something different.
	Complete bylaws review as required by new Canada Not-For-Profit Corporations Act		Completed and filed	
	Assess and continually improve products and services to better serve members and attract new members		ONGOING AND IN PROGRESS	
	Complete hiring and orientation of new executive director		Completed	
5.2	Finance and Operations			
	Develop and maintain resources necessary to ensure the sustainability and growth of the organization's programs and services			
	Review CLA financial and investment policies and revise where necessary		Defer	
	Introduce new budget consultation strategies for members		Defer	

	Complete RFP process for auditor to review 2014 financials to ensure that current auditor is meeting CLA needs and is still the most cost effective and efficient option.		Defer		
	Develop and implement a balanced budget strategy		Ongoing		Essential
	Increase conference net revenue by 5% in each of next three years		Ongoing		be explored as part of 2015 budget process
	Increase Membership revenues by 5% and recruit 10 new Institutional members		Ongoing		be explored as part of 2015 budget process
	Develop fund development strategy and set multi-year targets		Ongoing		be explored as part of 2015 budget process
	Establish strategy to rebuild unrestricted net assets fund to minimum of \$150,000				
	Strengthen CLA's staff and organizational capacity				
	Complete staffing review		Complete and ongoing		ESSENTIAL AS A FUNCTION OF STRUCTURAL REVIEW
	Review and revise all job descriptions and service contracts		In progress		Low Ranking
	Complete review of human resource policies and benefits		In progress		Low Ranking
	Revise CLA staff manual		In progress		Low Ranking
	Review and revise filing systems		In progress		Low Ranking
	Strengthen staff annual review and work planning processes				Low Ranking
	Relocate CLA headquarter operations		In progress		Essential
5.3	Technology				
	Complete and implement the CLA Information Technology transformation including new CLA website		Suspended		
	Introduce Skype and webinar options for executive and committee meetings		N/A		Skype attempted unsuccessfully. Using teleconference and finding it sufficient.
	Employ new technology to strengthen communication with members and the public		In progress		Essential