BCELN
BRITISH COLUMBIA
ELECTRONIC LIBRARY NETWORK

# 2023-2027 Strategic Framework Status Update: December 2026

2023-2027 Strategic Framework includes the following three overarching directions:

1. Develop responsive, inclusive, and sustainable services
2. Empower and engage our community
3. Pursue meaningful, reciprocal partnerships

## Develop Responsive, Inclusive, and Sustainable Services

**Goal 1a. Review services to ensure they are steeped in a culture of continuous improvement and inclusion**

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| AskAway coordinator will survey service non-participants to learn about barriers to joining. | 2023 | Complete |
| Arca Advisory Committee will review and revise TOR to include language around service assessment | 2023 | Complete |
| Develop the AskAway Action Plan with feedback and participation from all AskAway member institutions and with approval from the AskAway Advisory Committee | 2023 | Complete |
| BC ELN will request Ministry funding to explore inclusion of more First Nations-mandated institutions. | Early 2024 | Complete |
| Complete AskAway action planning to set priorities for the service | 2023-24 | Complete |
| WriteAway Advisory Committee will review and revise TOR to include language around service assessment<br><br>Note: Work paused to undertake critical sustainability work. | 2026-27 | |
| WriteAway Advisory Committee delivers sustainability recommendations | 2025 | Complete |
| WriteAway coordinator will survey service participants to learn about areas the service can improve accessibility and inclusion | Mid/Late 2024 | Complete |
| WriteAway coordinator will survey service non-participants to learn about barriers to joining. | Late 2024 | Complete |
| BC ELN will initiate conversations with First Nations-mandated institutions to learn about barriers to joining.<br><br>Note: Initial conversations with IAHLA have led to plans to introduce BC ELN to IAHLA members and hold further conversations. However, this work is paused until BC ELN is | Early/Mid 2026 | In progress |

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|---|---|---|
| further along in its transition to the new Public Service Organization and more capacity becomes available. | | |
| Illume coordinator will re-survey service non-participants to learn about continuing barriers to joining. | 2026 | In Progress |
| Arca coordinator will survey service non-participants to learn about barriers to joining. | 2026 | In queue |
| BC ELN will perform an Environmental scan of the provincial resource sharing landscape to determine next steps for Illume interlibrary loans. | 2026 | Complete |

**1b. Update BC ELN licensing principles to reflect partner libraries' current needs.**

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|---|---|---|
| Update Model License and implement new Master Licenses with EBSCO and ProQuest | 2023 | Complete |
| Update Model License and Master Licenses | Mid/Late 2024 | Complete |
| Update and improve New Product Selection process by consulting with membership | Early/Mid 2025 | Complete |
| Update existing license agreements with smaller vendors | Mid/Late 2024 | Complete |

**1c. Review and upgrade Service Area technical infrastructures to improve participating institutions' experience.**

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| Inform membership about ConsortiaManager via ConsortiaManager 'Tip of the Month' email campaign | 2023 | Complete |
| Improve ConsortiaManager processes and documentation in consultation with other ConCan-CM users | 2023 | Complete |
| SHAREit enhancement additions of OpenILL. | Early/Mid 2024 | Complete |
| SHAREit enhancement additions of separate Returnable (Loan) and Non-returnable (Copy) load leveling options | Late 2024/Early 2025 | Complete |
| Steward Arca Migration to Islandora 2. | Early 2026 | Complete |
| Migrate Illume (SHAREit) server to RedHat 9 and SQL 2022. | Early 2025 | Complete |
| Support Tipasa ISO & Worldshare API integration with SHAREit through consultation with other consortia, continued conversations with vendors and set-up with member libraries | 2026 | In progress |

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| Support Ex Libris Alma ISO integration with SHAREit through consultation with other consortia, continued conversations with vendors and set-up with member libraries | 2026 | Complete |

**1d. Review and clarify Associate Membership information (e.g. clarify technical requirements for participation, update application process, etc.).**

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| Confirm technical requirements for participation in BC ELN and all service areas and post publicly on website. | 2023 | Complete |
| Revise Associate Membership Application Form to reflect technical requirements and participation expectations. | 2023 | Complete |
| Update Associate Member Letter of Agreement | 2023 | Complete |
| Revise Associate Member annual fee structure to align more closely with market value<br><br>Paused until BC ELN is further along in its transition to the new Public Service Organization. | 2026-27 | |
| Revise Associate Member name to improve accuracy<br><br>Paused until BC ELN is further along in its transition to the new Public Service Organization. | 2026-27 | |

**1e. Secure a new multi-year resource bundle that will support students at undergraduate levels and deliver exceptional discounts to partner libraries.**

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| Provide information to all partner libraries about the Undergraduate Resource Bundle (URB). Hold Q+A sessions to invite questions from partner library staff. | Mid/Late 2022 | Complete |
| Negotiate with vendor to achieve discounted pricing on Academic Search and Business Source. | Mid 2022 – Early 2023 | Complete |
| Conduct a commitment survey to confirm which partner libraries intend to participate; if threshold is met, move forward with agreement. | Early 2023 | Complete |
| Complete agreement for URB before May 31, 2024. | Early 2023 | Complete |

**1f. Migrate BC ELN website and all Service Area websites to Drupal 10**

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| Develop Migration Plan | Mid 2024 | Complete |
| Data Analysis and Use Case Building | Late 2024 | Complete |
| Develop Wire Frame and Design | Early 2025 | Complete |

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| Build Website | 2026 | In progress |
| Migration and new content creation<br><br>Note: Date adjusted to reflect the new timeline | 2026-Early 2027 | In progress |
| Beta Testing<br><br>Note: Date adjusted to reflect the new timeline | 2026-Early 2027 | In progress |

**1g. Investigate the potential of implementing a shared Library Services Platform (LSP) for BC ELN members**

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| Strike a *Shared LSP Leadership & Advisory Group* to oversee a feasibility study | Fall 2025 | Complete |
| Facilitate and support work of *Shared LSP Leadership & Advisory Group* and other working groups as needed | 2026 | In progress |

## Empower and Engage our Community

**2a. Investigate mechanisms for connection, learning, and knowledge-sharing among all partner library staff.**

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| Poll partner library staff to learn what types of connection and knowledge sharing are desired. | Mid 2024 | Complete |

**2b. Using data collected from 2a activities, develop regular events open to partner library staff at all levels to share knowledge, learn from experts, and engage with each other.**

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| Instigate an event series that addresses connection/learning needs identified through 2a investigations.<br><br>Note: Though not a specific series, BC ELN Office has organized virtual watercooler sessions (e.g. around shared LSP), virtual orientation sessions, and a community conversation around AI in 2026. Further investigation is needed into a communications platform that could support communication across the network. | Fall 2025 | In progress |

**2c. Strengthen engagement between Steering Committee members and constituency groups.**

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| Hold discussion(s) with Steering Committee members to learn how engagement is currently taking place and what barriers might exist. | 2027 | |
| With input from Steering Committee, strategize and test methods to strengthen engagement. | 2027 | |

**2d. Review Service Area Advisory Committees' Terms of Reference to ensure they meet current and evolving service needs.**

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|---|---|---|
| Complete a TOR review for Arca Advisory Committee | 2023 | Complete |
| Complete a TOR review for WriteAway Advisory Committee<br><br>Note: Work paused to undertake sustainability work. | 2026 | |
| Complete an AskAway Advisory Committee Terms of Reference Review | 2026 | |

| | | |
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| Note: Work paused to undertake sustainability work and implement a new commitment model. | | |

**2e. Refresh partner library director and staff orientation and training to increase understanding of BC ELN's function and increase awareness of how staff can contribute.**

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| Complete the BC ELN Orientation Series (including all service areas) and share new modules with the community via BC ELN communication channels and virtual launch events | 2026 | In Progress |
| Meet with or survey subset of library directors to learn orientation needs. | 2027 | |
| Refresh new library director orientation/training based on insights from interview/survey | 2027 | |

**2f. Grow relationships with iSchool and Library Technician program staff and students.**

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| Distribute informational documents to iSchool inform students and staff what BC ELN is/does | 2023 | Complete |
| Meet with co-op and professional development coordinators to discuss opportunities for students at BC ELN<br><br>Note: Student hiring on pause at BC ELN due to lack of funds. | Early 2025 | In Progress |
| Host presentations on consortia and consortial licensing within iSchool classes | Mid/Late 2024 | Complete |
| Meet with Lib Tech program staff at UFV and Langara College to learn about professional development needs for students.<br><br>Note: Student hiring on pause at BC ELN due to shifting operational needs; expected to restart in 2028. | 2027 | |

**2g. Establish the JEDI Collective to advance Justice, Equity, Diversity, and Inclusion (JEDI) principles within the BC ELN workplace and across the consortium as a whole**

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|---|---|---|
| Publish Staff EDI Statement on BC ELN website | 2025 | Complete |
| Update hiring practices to be more inclusive | 2026 | Complete |

## Pursue Meaningful, Reciprocal Partnerships

### 3a. Explore processes to identify and manage consortium-wide issues with vendor products.

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| Explore creating spaces/strategies for members to discuss common issues to help the Office identify larger issues and strategize solutions and approaches to vendors | 2026-27 | In progress |
| Build and test a Mattermost server for partner library staff to communicate with each other and enable community-based support. | 2026 | In progress |
| Launch ticketing system to enhance BC ELN support to partner libraries and enable better tracking of issues. | 2026 | In progress |

### 3b. Build relationships with potential partners that will advance BC ELN strategic goals.

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|---|---|---|
| Formalize and launch partnership with BC Data Service/BC Assessment to provide members with access to BC Assessment datasets | Mid 2024 | Complete |
| Explore synergies with CPSLD | Ongoing | In progress |
| Exploring the opportunity to partner with OCLS and participate in their Library eResources Accessibility Portal (LEAP) for a pilot term | Fall 2025 | In progress |

### 3c. Reach out to Indigenous communities to build respectful relationships in support of Indigenous information needs.

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|---|---|---|
| Phase One: Submit proposal to Ministry to fund a temporary position that will strategize this work. | Early 2024 | Complete |
| Phase Two: Develop recommendations for how BC ELN can build respectful relationships | Mid/Late 2025 | Complete |
| Phase 3: Implement recommendations<br><br>Note: Initial conversations with IAHLA have led to plans to introduce BC ELN to IAHLA members and hold further conversations. However, this work is paused until BC ELN is | 2026 | |

| | | |
|---|---|---|
| further along in its transition to the new Public Service Organization and more capacity becomes available. | | |

**3d. Create targeted, modular communications for partner libraries to effectively demonstrate the value of consortial licensing and initiatives, including the value of central expertise.**

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|---|---|---|
| Review information collected at the 2022 APM. | Early 2024 | Complete |
| Survey membership to glean communication needs and wants. | Mid/Late 2024 | Complete |
| Investigate dashboard/reporting tools. | Late 2024 | Complete |
| Assess potential metrics for each service to communicate service value to partners | Ongoing | In progress |
| Update how ROI is calculated for each service to increase accuracy and clarity | Ongoing | In progress |

**3e. Share expertise in collaborative service development with external groups.**

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|---|---|---|
| Participate in International Coalition of Library Consortia (ICOLC) Working Groups by participating in the ICOLC Consortial Activity Working Group | 2024 | Complete |
| Participate in ICOLC Working Groups by co-chairing the ICOLC-ConsortiaManager Working Group | 2024 | Complete |
| Chair Consortia Canada and actively contribute to discussions and strategies | 2024-25 | Complete |
| Meet with sector organisations to surface mutual goals and opportunities for collaboration | On-going | In progress |
| Participate in ICOLC Consortial Awareness Group | On-going | In progress |
| Serve on ICOLC Coordinating Committee | 2026-27 | In progress |
| Serve on ConsortiaManager Advisory Board | On-going | In progress |
| Assist with Canadian host application for Spring 2027 ICOLC North American meeting<br>Revised to Spring 2028 ICOLC NA Meeting | Fall 2026 | In progress |