

STRATEGIC PLAN, 2017-2020

YEAR 1 PROGRESS

A NEW FRAMEWORK FOR OLA'S KEY STRATEGIES

In the winter of 2016, OLA embarked on a robust strategic planning effort through a process that engaged members, staff, divisional councils, board members, partners, and leading voices in the library field. A Strategic Planning Advisory Committee of the Board provided guidance and oversight into the planning process. The broad consultation culminated in a new mission and vision, as well as new strategic plan to guide OLA's priorities and energies over the next three years.

VISION

Leading and inspiring the growth and innovation of the library and information services sector.

MISSION

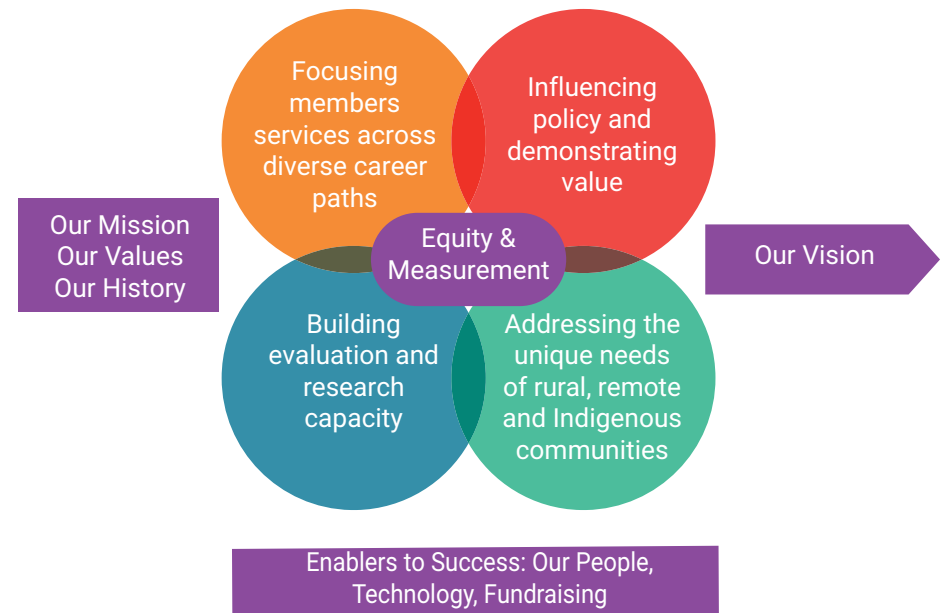
We empower our members in the library and information services sector to build informed, participatory, and inclusive communities through:

Research
Education
Advocacy
Partnerships

The OLA Strategic Plan is illustrated above. The launching pad for our plan includes our mission, our values, and our notable history.

Our Strategic Priorities will guide our actions until 2020:

1. Focusing member services across diverse career paths.
2. Influencing policy and demonstrating value.
3. Building evaluation and research capacity.
4. Addressing the unique needs of rural, remote and indigenous communities.
5. Enablers: People, Technology, and Fundraising.



STRATEGIC PRIORITY 1: FOCUSING MEMBER SERVICES ACROSS DIVERSE CAREER PATHS

GOALS

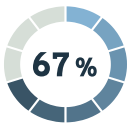
1 Engage with library and information specialists who work outside of traditional libraries.



2 Engage with those new to the library and information sector and early career members.



3 Expand and nurture communities of practice and develop improved platforms to support communities of practice.



OVERALL COMPLETED: 50%

WHAT WILL SUCCESS LOOK LIKE IN THREE YEARS?

- **Our membership reflects the broad range of environments in which library and information specialists are employed.**
- **Early and new career members are well supported through our career and educational programs.**
- **Members are able to access more leadership and management programming through OLA and partner organization.**
- **Vibrant and successful communities of practice stimulate rapid diffusion of innovation and best practices.**

STRATEGIC PRIORITY 2: INFLUENCING POLICY AND DEMONSTRATING VALUE

GOALS

1 Grow and focus OLA's advocacy and government relations strategy on targeted goals and define measures for assessing progress and success.



2 Grow and inspire a network of library advocates at local and provincial levels.



3 Expand the development and sharing of advocacy resources, tools, and strategies for member use at the local community level.



OVERALL COMPLETED: 100%

WHAT WILL SUCCESS LOOK LIKE IN THREE YEARS?

- **We have specific goals and measures for advocacy work that meets the needs of our members.**
- **We work collaboratively with multiple partners and share the advocacy agenda.**
- **We have a broad network of library advocates who are actively engaged in building and implementing our advocacy initiatives.**
- **Our members have access to a range of content to support their local advocacy work.**

STRATEGIC PRIORITY 3: BUILDING EVALUATION AND RESEARCH CAPACITY

GOALS

1 Develop an evaluation and research strategy that supports best practices and assesses the value of libraries.



2 Build member capacity in areas of measurement and performance evaluation.



3 Integrate evaluation and research across all of OLA services.



OVERALL COMPLETED: 52%

WHAT WILL SUCCESS LOOK LIKE IN THREE YEARS?

- **We have a solid strategy created by our members that includes identifying research priorities annually, meeting intended outcomes, securing research resources and partners, and effectively disseminating research reports.**
- **Our education and training initiatives in areas of measurement and evaluation are well subscribed.**
- **OLA has integrated evaluation and research across many of its programs and members services.**

STRATEGIC PRIORITY 4 : ADDRESSING THE UNIQUE NEEDS OF RURAL, REMOTE AND INDIGENOUS COMMUNITIES

GOALS

1 Identify the needs and requirements of rural, northern, and remote communities.



2 Strengthen and maximize partnerships with other organizations and associations to minimize duplication of effort and maximize resources to these communities.



3 Create a plan to focus greater support and service access for libraries of all types in smaller, rural, or remote communities, including Ontario's Indigenous communities.



OVERALL COMPLETED: 67%

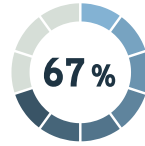
WHAT WILL SUCCESS LOOK LIKE IN THREE YEARS?

- **A rural, remote, and Indigenous communities plan is created and deployed.**
- **Libraries of all types (public, school, academic, health, special) in small, rural or remote communities have access to services tailored to their unique communities.**
- **More members from small, rural, and remote communities access educational programs, volunteer and engage in workshops and committees.**

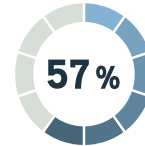
STRATEGIC PRIORITY 5: OUR ENABLERS TO SUCCESS

GOALS

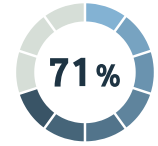
1 Our People



2 Technology



3 Fundraising



TACTICS:

- 1.1 Hire a Advocacy and Research Officer.
- 1.2 Create a plan and process for OLA employment/job experience opportunities for students (internships, practicums, etc.) to support OLA priorities and provide an early career opportunity.
- 1.3 Create a fund development committee to advise on process and strategy for the OLA fundraising program.

TACTICS:

- 2.1 Create and deploy the IT evaluation and planning report to provide an integrated technology experience.
 - 2.1.1 Complete an evaluation of our current systems. For example, evaluate event registration processes, membership account experience, and reports.
 - 2.1.2 Depending on the outcome, create a Request For Proposal (RFP) to procure a new Association Management System (AMS) solution or begin to implement the plan to re-develop the existing system.
 - 2.1.3 Research and plan for a membership engagement platform. This includes the ability for members to share, discuss, and collaborate on information.
 - 2.1.4 Implement a new fund development system.
- 2.2 Launch the new, integrated phone system.
- 2.3 Develop an archive strategy for all of OLA's content.

TACTICS:

- 3.1 Implement the Fund Development Plan including:
 - An annual fundraising campaign
 - A prospect list aligned with research, program, and member support priorities.
 - Integrated opportunities to donate in all interactions (for example, when registering for events).
 - A communications plan
 - A training and engagement plan about fundraising to staff and volunteers.
- 3.2 Conduct an environmental scan for best practices on developing fundraising policies and procedures
- 3.3 Develop a comprehensive framework of fundraising policies and practices to ensure financial stability and accountability

OVERALL COMPLETED: 65%

WHAT WILL SUCCESS LOOK LIKE IN THREE YEARS?

- **OLA will have the staff/volunteer expertise and competency and resources and systems in place to continue to provide pro-active programs and services that will continually strengthen the profession and library sector.**