STRATEGIC PLAN, 2017-2021
YEAR 4 (Q1) 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.
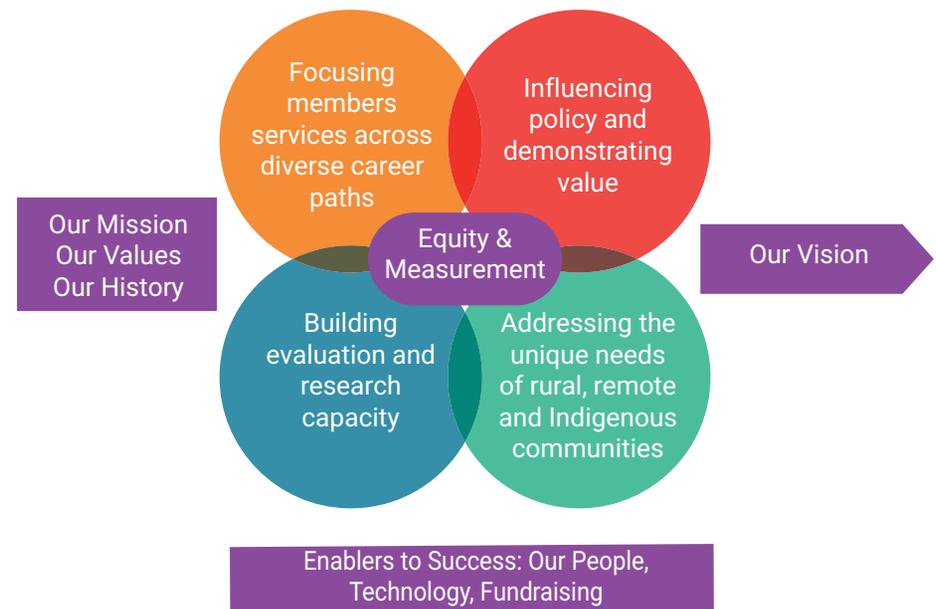
STRATEGIC PRIORITY 1: FOCUSING MEMBER SERVICES ACROSS DIVERSE CAREER PATHS

GOALS

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

0 %

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

100 %

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

100 %

OVERALL COMPLETED: 50% NOTE: REPRESENTS YEAR 4 (Q1) PROGRESS

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 communites 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.

0 %

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

50 %

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

100 %

OVERALL COMPLETED: 25% NOTE: REPRESENTS YEAR 4 (Q1) PROGRESS

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.

● *Goal Completed*   ● *Goal in Progress*   ● *Delayed*   ● *Not Completed*   ● *Deferred to fiscal year 4*

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.

0%

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

100%

3 Integrate evaluation and research across all of OLA services.

0%

OVERALL COMPLETED: 0% NOTE: REPRESENTS YEAR 4 (Q1) PROGRESS

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.

0%

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

0%

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.

0%

OVERALL COMPLETED: 0% NOTE: REPRESENTS YEAR 4 (Q1) PROGRESS. THESE TACTICS ARE ONGOING FOR THE FISCAL YEAR 2020-2021.

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.

● *Goal Completed*　● *Goal in Progress*　● *Delayed*　● *Not Completed*　● *Deferred to fiscal year 4*

STRATEGIC PRIORITY 5: OUR ENABLERS TO SUCCESS

1 Our People — 0%

GOALS:

- Enhance and promote an organizational culture that is strongly rooted in OLA's vision, mission, and values.
- Research and create a volunteer engagement and recognition program.

2 Technology — 100%

GOALS:

- Implement new Association Management System

3 Fundraising — 50%

GOALS:

- Implement the Fund Development Plan
- Evaluate engagement with donors
- Complete a framework for Policies & Procedures
- Create Policies & Procedures

OVERALL COMPLETED: 50% NOTE: REPRESENTS YEAR 4 (Q1) PROGRESS.

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.

● Goal Completed   ● Goal in Progress   ● Delayed   ● Not Completed   ● Deferred to fiscal year 4

2017-2021 STRATEGIC PRIORITIES: YEAR 1-4

1	2	3	4	5
Focusing Member Services Across Diverse Career Paths	Influencing Policy and Demonstrating Value	Building Evaluation and Research Capacity	Addressing The Unique Needs of Rural, Remote and Indigenous Communities	Enablers: People, Technology, and Fundraising
Year 1 to Year 4 Accomplished **96%**	Year 1 to Year 4 Accomplished **83%**	Year 1 to Year 4 Accomplished **84%**	Year 1 to Year 4 Accomplished **81%**	Year 1 to Year 4 Accomplished **85%**

YEAR 4 (Q1) PROGRESS
SEPTEMBER 1, 2020 TO NOVEMBER 30, 2020

2017-2021 Priority	Goal	Year 4 Tactic	Due Date	Key objectives: Member Engagement / Revenue Generation / Revenue Generation - new models /Support for Libraries /	Staff Lead (Internal)	Staff Members (Internal)	Status: On Track, Complete, Behind, On going	Notes for OLA Board
Priority 1. Focusing Member Services Across Diverse Career Paths	1.2. Engage with those new to the library and information sector and early career members.	Encourage attendance at the virtual OLA Super Conference, which will allow early career members to attend at a discount, and without the burden of travel.	2020-12-01	Member Engagement/Revenue Generation	Michelle	Melissa/Lauren	On track	Registration offers being made to institutions across Canada. Reduced rates confirmed for boards, Indigenous, students.
Priority 1. Focusing Member Services Across Diverse Career Paths	1.3. Expand and nurture communities of practice and develop improved platforms to support communities of practice. [Identify the platform as part of the AMS project.]	Develop and deploy the OLA ONLibChat program which provides a free platform for member discussion on a common theme or challenge.	December, 2020	Member Engagement	Michelle	Destiny	Complete	OnLibChat's continue to be held with an average of two OnLibChat's a month. Average attendance is around 15-20 attendees.
Priority 2. Influencing Policy and Demonstrating Value	2.1. Grow and focus OLA's advocacy and government relations strategy on targeted goals and define measures for assessing progress and success	Prepare and deliver recommendations in response to government consulations, including the 2020 Fall Budget Consultations.	2020-11-01	Support for Libraries	Shelagh	Sarah	Ongoing	We submitted recommendations as part of the 2020 Fall Budget Consultations. We will continue to evaluate further opportunities to engage in government consultations.
Priority 2. Influencing Policy and Demonstrating Value	2.1. Grow and focus OLA's advocacy and government relations strategy on targeted goals and define measures for assessing progress and success	Engage with key Ontario Ministers through OLA events, such as Ontario Library Association Super Conference and Ontario Public Library Week.	February 2021 (ongoing)	Support for Libraries	Shelagh	Sarah	On Track	Minister MacLeod was invited to open Ontario Public Library Week but was unable to schedule a launch event. We are engaging for participation during the OLA Super Conference.
Priority 2. Influencing Policy and Demonstrating Value	2.2. Grow and inspire a network of library advocates at local and provincial levels.	Support member engagement with local MPPs as possible during Ontario Public Library Week.	2020-11-01	Member Engagement	Sarah	Lauren, Shelagh	Complete	Members were provided with templates and invited to share OLA and FOPL's joint 2020 Fall Budget Submission with their MPPs.
Priority 2. Influencing Policy and Demonstrating Value	2.2 Expand the development and sharing advocacy resources, tools, and strategies for member use as the local community level.	Prepare templates, instructions and information briefs to support local member engagement and recommendations to government consultations.	Ongoing (key date is budget consultations)	Member Engagement/Support for Libraries	Sarah		Ongoing	
Priority 3. Building Evaluation and Research Capacity	3.1. Develop an evaluation and research strategy that supports best practices and assesses the value of libraries.	Gather timely information on the impact of COVID-19 on Ontario's libraries, including school and public libraries. Share information with OLA membership on an ongoing basis.	2021-08-01	Member Engagement	Sarah		On Track	In September and October, we administered a survey of Ontario schools to determine the impact on school libraries and school library staffing of COVID-19.
Priority 3. Building Evaluation and Research Capacity	3.1. Build member capacity in areas of measurement and performance evaluation	Support for OPLA Research and Evaluation Committee initiatives, including webinars and annual public library surveys. Support for the Ontario School Library Impact Project Committee in the finalization of their research report and dissemination of results (including academic journals).	Ongoing	Support for Libraries	Sarah		Ongoing	The OPLW REC will deliver training at OLA Super Conference. The OSLIP committee has completed their final report and are pursuing a peer reviewed publication.
Priority 3. Building Evaluation and Research Capacity	3.3. Integrate evaluation and research across all of OLA services	Support OLA's Anti-Black Racism statement: Implement new processes to collect demographic information on OLA membership, Board, Councils, Committee and conference presenters. (e.g. revising membership form, implementing a census, etc.)	2021-01-01	Member Engagement	Sarah		Ongoing	

2017-2021 Priority	Goal	Year 4 Tactic	Due Date	Key objectives: Member Engagement / Revenue Generation / Revenue Generation - new models /Support for Libraries /	Staff Lead (Internal)	Staff Members (Internal)	Status: On Track, Complete, Behind, On going	Notes for OLA Board
Priority 4. Addressing the Unique Needs of Rural, Remote, and Indigenous Communities	4.1. Identify the needs and requirements of rural, northern, and remote communities.	OLA will continue to engage via the Northern Outreach Teleconference.	Ongoing	Member Engagement	Melissa	Shelagh	Ongoing	
Priority 4. Addressing the Unique Needs of Rural, Remote, and Indigenous Communities	4.2. Strengthen and maximize partnerships with other organizations and associations to minimize duplication of effort and maximize resources to these communities.	Focus partnership strategies on education and municipal sectors.	Ongoing	Support for Libraries	Shelagh		Ongoing	
Priority 4. Addressing the Unique Needs of Rural, Remote, and Indigenous Communities	4.3. 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.	Work with the Indigenous Task Group on initiatives to support First Nation Public Libraries in Ontario.	Ongoing	Support for Libraries	Sarah	Shelagh	Ongoing	
Priority 5. Our Enablers to Success: People	Our People	Reimagine the Forest of Reading and promotions under the current climate of restrictions.	December 1, 2020	Revenue Generation	Meredith	Lauren	On Track	OLA has applied for $80K from Canada Book Fund to support Forest of Reading programming in March-May.
Priority 5. Our Enablers to Success: People	5.1.1 Our People: Enhance and promote an organizational culture that is strongly rooted in OLA's vision, mission, and values.	Develop a space transition and moving plan for the OLA office and staff.	October 31, 2020	Revenue Generation	Stephanie	Office Moving Task Force	Behind Target	The plan is underway.
Priority 5. Our Enablers to Success: Technology	5.2 Technology	Launch the new Association Management System and OLA Web platform.	2020-11-01	Member Engagement	Praan	Robert + key staff	Complete	AMS update will be provided at the Board meeting on November 27, 2020.
Priority 5. Our Enablers to Success: Technology	5.2 Technology	Develop the virtual Super Conference platform.	2021-01-01	Revenue Generation	Praan	Michelle, Praan, Esteban, Stephanie	Complete	Soft launch registration is opening November 25, 2020.
Priority 5. Our Enablers to Success: Fundraising	5.3 Fundraising	Research and apply for any covid-related funding opportunities (in addition to the other grant/fund opportunities OLA pursues)	Ongoing	Revenue Generation	Stephanie		Ongoing	
Priority 5. Our Enablers to Success: Fundraising	5.3 Fundraising	Deploy the OLA Annual Fund Raising Campaign: OLA General Fund	2020-11-01	Revenue Generation	Stephanie	Shelagh	Complete	Communications to follow within the next week.