

# STRATEGIC PLAN, 2021-2024

## YEAR 1 (Q1-Q3) PROGRESS

### A NEW FRAMEWORK FOR OLA'S KEY STRATEGIES

In the summer of 2021, 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, and with the help of Thomas Plant, consultant with Management Advisory Services (pro-bono consulting service for non-profits), a Strategic Planning Advisory Committee of the Board provided guidance and oversight into the planning process.

### 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 2024:

1. Equity, Diversity & Inclusion
2. Advocacy & Leadership
3. Membership & Engagement
4. A Profession of Continual Learning
5. Organizational Innovation & Sustainability



#### STRATEGIC PRIORITY 1: Equity, Diversity & Inclusion

*Goal 1:* Diversify participation and representation of OLA members. Ensure members who are Black, Indigenous, People of Colour are in leadership and decision-making positions with the association.

*Goal 2:* Create policies, frameworks, education, and resources to guide the association in becoming an equitable, diverse, inclusive, and anti-racist organization.

*Goal 3:* Explore and implement strategies towards diversification of the profession.

#### STRATEGIC PRIORITY 2: Advocacy & Leadership

*Goal 1:* Ensure OLA continues to foster strong relationships with the government and other key professional groups to secure support and inform change.

#### STRATEGIC PRIORITY 3: Membership & Engagement

*Goal 1:* Recover OLA's membership to pre-pandemic levels by 10% annually.

*Goal 2:* Expand virtual conference and training opportunities to engage members and enhance revenue streams.

#### STRATEGIC PRIORITY 4: A profession of Continual Learning

*Goal 1:* Promote a sustainable profession including facilitating an environment that supports mental health.

*Goal 2:* Support members in their understanding and adoption of technological innovation.

*Goal 3:* Seek out and develop strategic alliances and partnerships in supporting continuous learning.

#### STRATEGIC PRIORITY 5: Organizational Innovation & Sustainability

*Goal 1:* OLA is a strong and fiscally sustainable organization.

*Goal 2:* Ensure staff support, development, and resiliency in a post-pandemic environment.

*Goal 3:* Re-think and re-design governance to strengthen OLA.

# STRATEGIC PRIORITY 1: EQUITY, DIVERSITY & INCLUSION

## GOALS

**1** Diversify participation and representation of OLA members. Ensure members who are Black, Indigenous, and People of Colour are in leadership and decision-making positions with the association.



**2** Create policies, frameworks, education, and resources to guide the association in becoming an equitable, diverse, inclusive and anti-racist organization.



**3** Explore and implement strategies towards diversification of the profession.



**OVERALL COMPLETED: 17%**

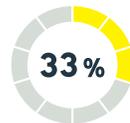
## WHAT WILL SUCCESS LOOK LIKE IN THREE YEARS?

- **OLA has enacted multi-year anti-racism plan for the association, developed with a consultant, and has developed of policies, frameworks, education and resources to guide the organization in its anti-racism goals.**
- **There is equitable representation of Black, Indigenous, People of Colour in leadership positions within OLA Board, councils and committees.**
- **OLA removes barriers to participating with OLA.**
- **OLA is equipped to report on volunteer representation across the Association.**
- **Relationships with aligned organizations will be in place to support long-term strategies for an equitable and inclusive profession.**

# STRATEGIC PRIORITY 2 : ADVOCACY & LEADERSHIP

## GOALS

**1** Ensure OLA continues to foster strong relationships with government and other key professional groups to secure support and inform change.



**OVERALL COMPLETED: 33%**

## WHAT WILL SUCCESS LOOK LIKE IN THREE YEARS?

**OLA has consistently advocated and engaged provincial/municipal government on public and school library funding to:**

- **Increase awareness of and support for Public Libraries on First Nation Reserves based on needs identified by First Nation Public Library leaders.**
- **Support new public library boards in municipal engagement.**
- **All political parties are aware of and engaged with library sector priorities.**
- **OLA has engaged and developed relationships with decision makers responsible for school library supports.**

**OLA has consistently advocated and engaged provincial/municipal government on public and school library funding to: Climate change, Digital engagement and literacy, Intellectual Freedom, The Truth and Reconciliation Commission's Calls to Action, and Anti-racism.**

# STRATEGIC PRIORITY 3: MEMBERSHIP & ENGAGEMENT

## GOALS

**1** Recover OLA's membership to pre-pandemic levels by 10% annually.



**2** Expand virtual conference and training opportunities to engage members and enhance revenue streams.



**OVERALL COMPLETED: 13%**

## WHAT WILL SUCCESS LOOK LIKE IN THREE YEARS?

- OLA membership has increased to pre-pandemic level; the Membership process and categories are streamlined.
- Data from multiple Sector Employment Surveys position us to understand multi-year employment trends of recent graduates from MLIS and Library Technician programs in Ontario.
- The Forest of Reading Festival is re-instated as an in-person event and reaches a wider audience outside of the GTA.
- The OLA website has new functionality and usability.
- Hybrid Super Conference increases engagement and participation from the membership and broader library sector.
- OLA events have equitable participation of speakers from marginalized communities.
- OLA events increased reach and accessibility and include an anti-racism component.

# STRATEGIC PRIORITY 4 : A PROFESSION OF CONTINUAL LEARNING

## GOALS

**1** Promote a sustainable profession including facilitating an environment which supports mental health.



**2** Support members in their understanding and adoption of technological innovation.



**3** Seek out and develop strategic alliances and partnerships in supporting continuous learning.



**OVERALL COMPLETED: 17%**

## WHAT WILL SUCCESS LOOK LIKE IN THREE YEARS?

- OLA facilitated discussion groups which positioned the association to identify and provide resources to our members to cope in a post pandemic environment.
- OLA members have access to timely resources and training on topics including mental health, technological innovation and climate change.
- Members demonstrate in their involvement with OLA and their professional practice, facility and currency with library technologies and practice.
- OLA members learn from each other through member-led initiatives on how to work, teach and manage in virtual environments.
- OLA members have the skills to respond to the challenges of digital literacy and digital citizenship in or profession.

# STRATEGIC PRIORITY 5: ORGANIZATIONAL INNOVATION & SUSTAINABILITY

1 OLA is a strong and fiscally sustainable organization.



2 Ensure staff support, development, and resiliency in a post pandemic environment.



3 Re-think and re-design governance to strengthen OLA.



OVERALL COMPLETED: 8%

## WHAT WILL SUCCESS LOOK LIKE IN THREE YEARS?

- OLA will have recovered the OLA budget to pre-pandemic levels, will have streamlined and implemented technology and processes to enable growth.
- OLA Staff will learn and thrive in their career.
- OLA will have transformed its governance model so that it is accountable and aligned with the purpose of OLA, is nimble, responsive, manages risks, has depth of institutional knowledge and comfort with leadership in decision-making.

# 2021-2024 STRATEGIC PRIORITIES: YEAR 1-3



**STATUS: YEAR 1, Q1-Q3 IS ON TARGET.**