

Strategic Plan

2021 - 2025

Contact:

Melanie Sucha, President
100-606 Arthur Street
Winnipeg, MB, R3B 1H3

✉ melanie.s@mla.mb.ca

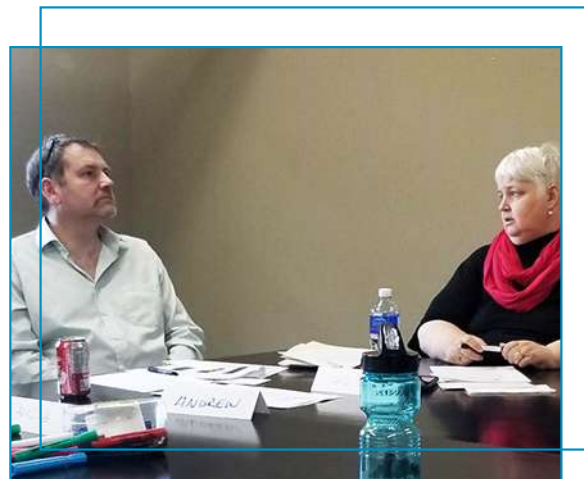
🔗 www.mla.mb.ca



Table of Contents

01. PREFACE	P.01
02. STRATEGIC PLANNING PROCESS OVERVIEW.....	P.03
03. PLANNING MODEL	P.05
04. ABOUT THE MANITOBA LIBRARY ASSOCIATION	P.06
01.1 Mission Statement	
01.2 Vision Statement	
01.3 Our Guiding Principles (Values)	
01.4 Organizational Structure	
05. STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS ...	P.09
06. PRIORITIES	P.16
07. OBJECTIVES	P.15
08. ACKNOWLEDGEMENTS	P.17

Preface



The Manitoba Library Association Board of Directors is very pleased to share our vision, mission, values, priorities, and objectives for the next five years. The 2021-2025 Strategic Plan is the result of member input and thorough board discussions that took place for the purpose of establishing a clear, unified sense of priorities and direction. In February 2020, the Manitoba Library Association conducted a member survey to gather feedback on a variety of topics. Eighty nine responses were received and the information gathered was used in the strategic planning process. Strategic planning meetings with the Board of Directors took place in January and March of 2020. A collaborative approach to planning was taken that allowed a wide variety of ideas and opinions to emerge. All information was reviewed in a systematic manner that allowed the priorities and values to rise to the top.

It is our hope that all people associated with the Manitoba Library Association take some time to review the Strategic Plan. The vision, mission, values and priorities outlined in this plan will guide future decisions and directions of the Manitoba Library Association.

The Manitoba Libraries Association
remains committed to library development
and connectivity throughout Manitoba.

Prepared by



Executive Committee

President:
Melanie Sucha

Past President:
Kerry Macdonald

Treasurer:
Kelly Murray

Secretary:
Camille Fitch-Kustcher (2019)
Caralie Heinrichs (2020)

Board of Directors

Communications Director:
Svitlana Maluzynsky (2019)

Membership Director:
Alan Chorney

Director at Large (Website):
Breanne Bannerman-Gobeil

Director at Large (Professional Development):
Stacey Lee

Director at Large (Advocacy):
Richard Bee

Trustees Division Chair:
Andrew Robert

Library Technicians Division Chair:
Melanie Godin (2019)

Strategic Planning Process Overview



From December 2019 to April 2020, the Manitoba Library Association Board of Directors and other key stakeholders conducted a strategic planning process with consultation provided by Community Futures Winnipeg River (CFWR). A strategic plan is a living document used to establish the direction of an organization and to guide its activities and initiatives. Strategic plans typically have a 3-5 year horizon and set the vision, mission, and broad strategic goals for the organization. Through strategic planning you create a picture of the current environment; envision the future of the organization; identify issues, opportunities and priorities; and determine ways to make the vision a reality.

The Manitoba Library Association Board of Directors determined the following planning outcomes to achieve through the strategic planning process:

- To determine if the existing mission for the Manitoba Library Association was still relevant today.
- To develop vision and value statements.
- To determine priorities, and objectives to focus on for the next five years.
- To increase understanding, communication and cooperation among members of the organization.

The strategic plan covers the timeframe of January 2021 – August 2025 and is overseen by the Board of Directors.

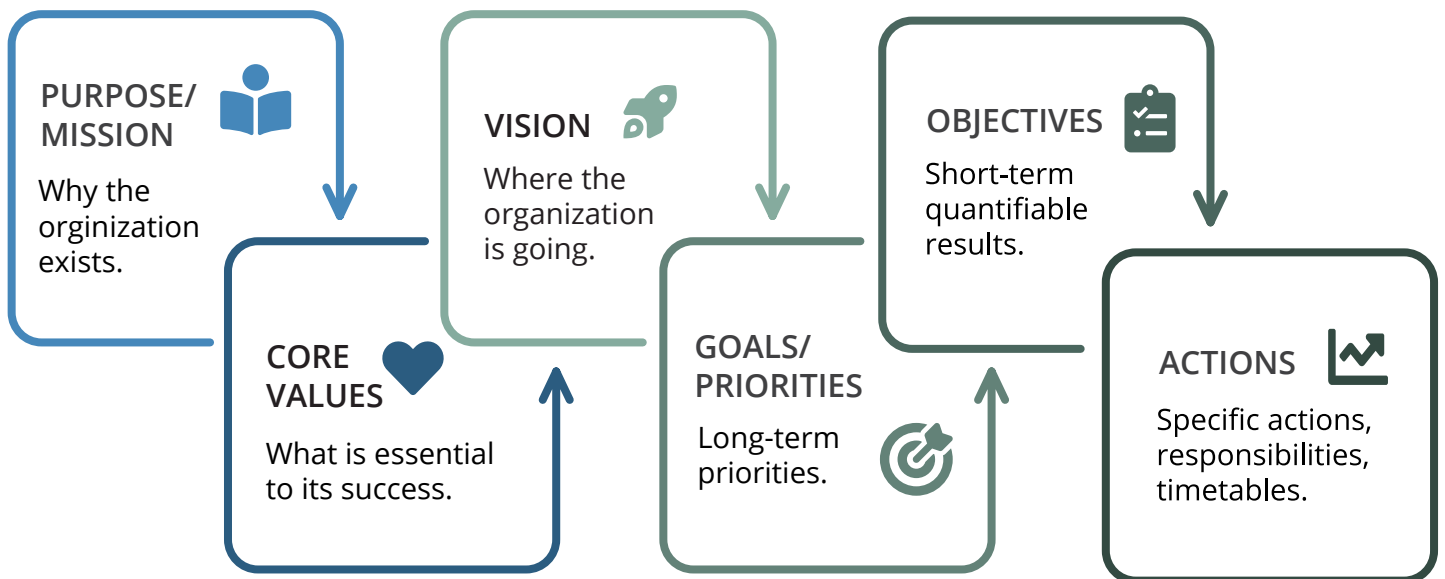
Timeline

The following chart outlines the key steps in the strategic planning process and the corresponding timeframe for each step:



Planning Model

The following planning model was developed to visually depict the various planning components.



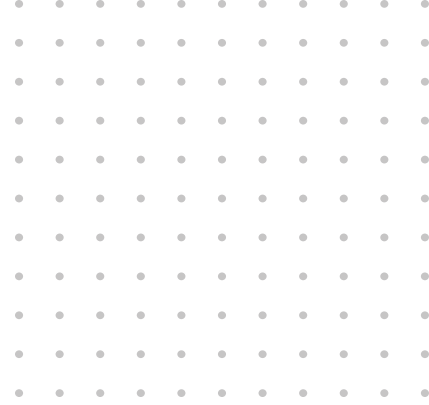
Planning Model Notes:

The Strategic Plan is shared among Board members and members of the organization.

A member of Board will be assigned to manage the Strategic Plan.

The Board will review and determine objectives on a quarterly basis.

The Board will track progress made towards the objectives and priorities as a separate document presented at the Annual General Meeting.



About the Manitoba Library Association



Mission Statement:

The Manitoba Library Association provides networking and professional development opportunities and advocates on behalf of its members.



Vision Statement:

The Manitoba Library Association is a strong and proactive organization that effectively serves the professional interests of its diverse membership.



Our Guiding Principles (Values)

Collaboration & Partnerships

Providing opportunities to meet, communicate, collaborate, and partner with community organizations.

Inclusivity & Acceptance

Supporting inclusion by creating services and supporting spaces that welcome everyone.

Communication

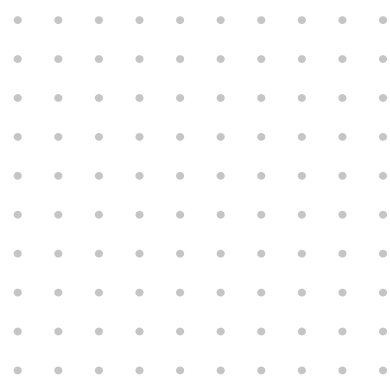
Promoting and supporting dialogues with our members, partners, volunteers and the public.

Community

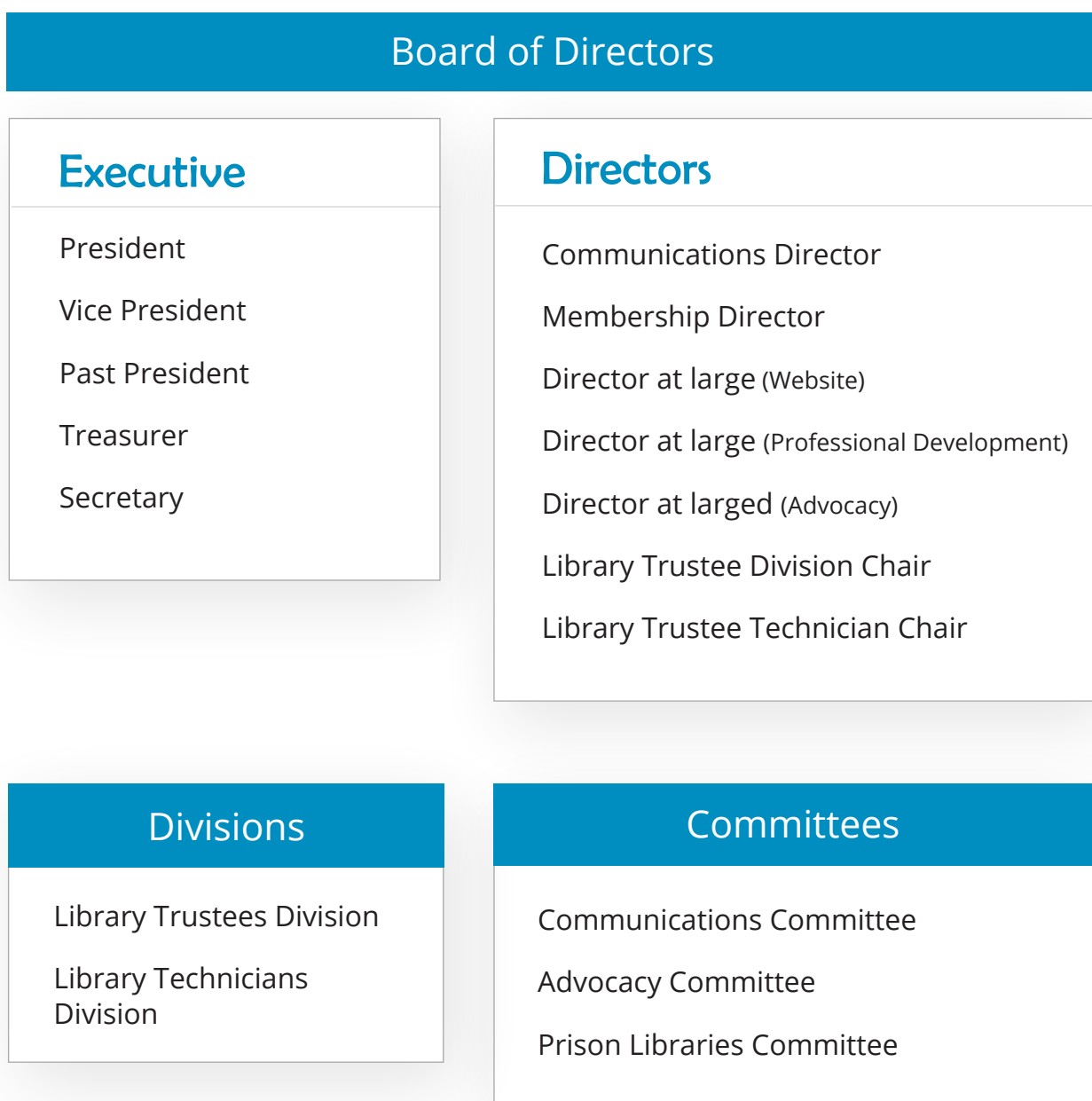
Creating opportunities to bring people together while building a sense of community.

Open Mindedness

Committed to a culture of teamwork, collaboration and communication where the viewpoints of others are heard and respected.



Organizational Structure



SWOT Analysis

Strengths, Weaknesses, Opportunities & Threats

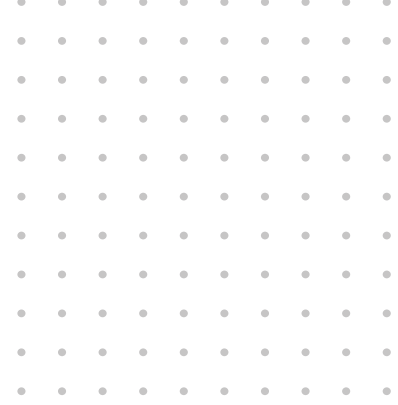
SWOT Analysis is a planning tool that is used to identify and describe the current state of an organization. Through SWOT Analysis, the strengths and weaknesses found within the organization are identified along with the existing external opportunities and threats that impact the agency. The SWOT Analysis results for the Manitoba Libraries Association are described in this section.

SWOT Analysis

Strengths

(Internal to the organization)

- Very diverse membership base.
- The membership is passionate about what libraries provide to their communities.
- A highly dedicated group of strong volunteers comprise the Board of Directors and three committees. They provide valuable human resource capacity to the organization through the countless hours of work they undertake.
- Each Board and Committee member has a unique set of skills and knowledge they bring to the organization. The Manitoba Libraries Association has strength in having the right people in the right roles.
- Strong teamwork and communications exist within the agency. Board and Committee members are respectful, professional and cooperative with one another. A strong willingness to work together to reach the mission and goals of the organization exists within the team. All input is welcomed and valued.
- The Manitoba Libraries Association team is resourceful and creative. They think strategically to address issues and find the resources required to fill gaps.
- Decision making is done through a balanced approach that is based on information and thorough and thoughtful discussion.
- The Manitoba Libraries Association has built a good reputation from many accomplishments over the years.
- Strong communication to membership exists through a variety of methods such as a monthly newsletter, active website, Twitter, Facebook, and Instagram.
- There are strong connections to experts outside the organization in a variety of areas.



SWOT Analysis

Weaknesses

(Internal to the organization)

- Outreach is lacking as the Manitoba Libraries Association cannot fully connect with all membership or stakeholders.
- There are not enough volunteers to fill all roles.
- There are no paid support staff employed with the agency. The performance and results of the Manitoba Libraries Association relies solely on volunteers.
- Room to expand company marketing efforts, especially within social media.
- Unrealized potential for membership, especially in the Individual Membership category.
- Difficulty filling Board positions.
- Challenging to accommodate and meet the needs of our diverse membership.



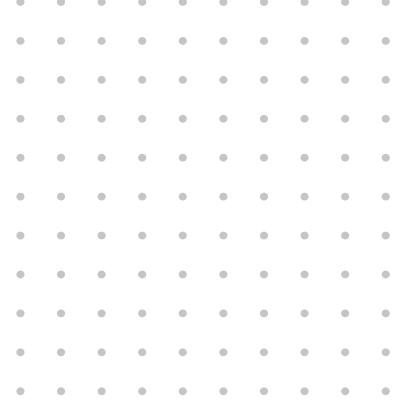
SWOT Analysis

Opportunities

(External to the organization)

- To add employee support for administrative/outreach activities.
- To further build connections and relations with experts outside the organization.
- To connect with external agencies, the retiree community and members to access volunteers.
- To locate individuals who want to become Directors of library service and offer volunteer opportunities that provide training for them.
- To increase individual memberships within the Manitoba Libraries Association.
- To increase reach on social media platforms.
- To engage with external groups that can help lobby for better services and increased funding to rural libraries.
- To access external funding sources for projects and activities.
- To add new members.





SWOT Analysis

Threats

(External to the organization)

- Not enough funding to effectively carry out the work.
- Difficulty finding people to take on key roles within the organization which is causing some volunteer burnout.
- Misunderstanding of the Manitoba Libraries Association's roles and objectives related to advocacy.
- The lack of ability to adapt and respond quickly to an evolving industry. Rural libraries are having to defend being open because services are declining, even though virtual services are increasing.
- Libraries are competing against services like Audible.
- Some lack of engagement in the library community.



Priorities

Priorities reflect the important issues, opportunities, and key focus areas, that when addressed, will allow the organization to flourish. The Manitoba Library Association will strategically focus efforts around the following priorities over the next five years:



Streamline and optimize administrative functions.

Optimizing and streamlining administrative functions will allow our volunteer Board members to focus on those supports and services that best serve membership.



Promote and market services more effectively.

Optimizing and promoting our services and supports to members and non-members is key to sustainability and growth. We aim to do this in an active and strategic manner that guarantees success.



Expand volunteer base.

Recruiting member and community volunteers will expand our human resource base beyond Board members thus ensuring the association remains vibrant and relevant to members.



Conduct more outreach.

Providing outreach programs to members, the library community and other organizations in Manitoba will allow us to disseminate information, offer training and skill development, support one another and advocate for libraries.

Objectives

Objectives are the strategies, methods, or key activities that the organization will undertake to address the priority. Objectives describe the action that will be taken. Objectives have been documented for each priority area and were selected from member input and planning discussions.



PRIORITY #1

Streamline and optimize administrative functions.

Objectives:

- 1.1 Identify and create, or update, policies and procedures needed to guide the Board's work.
- 1.2 Secure funding to hire administrative help.
- 1.3 Review and update MLA membership categories and identify and clearly define member benefits.



PRIORITY #2

Promote and market services more effectively.

Objectives:

- 2.1 Create and distribute member survey to seek input.
- 2.2 Increase engagement on social media platforms.
- 2.3 Identify and build on external partnerships.

Objectives

(continued)



PRIORITY #3

Expand volunteer base.

Objectives:

- 3.1 Create a succession plan to ensure continued viability of the Board.
- 3.2 Develop and implement social activities for Board members and volunteers.
- 3.3 Utilize member/non-member skills and expertise, seeking volunteers for Association project-based work.



PRIORITY #4

Conduct more outreach.

Objectives:

- 4.1 Create a communication plan.
- 4.2 Identify and build opportunities for connecting with libraries and/or members.
- 4.3 Fill our vacant Communications Director role.

Acknowledgements

Thank you to all who contributed, however large or small, to the development of this Plan.

Thank you to all members who completed the survey and gave their input, which helped to develop the objectives and priorities.

Thank you to Pamela Habing and Sharalyn Reitlo from Community Futures Winnipeg River (CFWR) for their guidance and assistance in all stages of planning.

And, finally, thank you to The Winnipeg Foundation. This project could not have come to fruition without their generous support.



Without libraries what have we?
We have no past and no future.

- Ray Bradbury