

Strategic Directions for IBBY Canada (2020-2023)



Mission

IBBY Canada is a not-for-profit organization dedicated to creating a more inclusive and equitable world by connecting children to books that spark the imagination, challenge thinking, and promote friendship and understanding between cultures around the world.

Vision

We strive to make the world a more inclusive, equitable, and connected place through the power of children's books.

Introduction

Work began on this four-year strategic plan for IBBY Canada with some key questions to Board members and stakeholders (i.e., members, sponsors and newsletter subscribers): what are IBBY Canada's greatest achievements; what does IBBY Canada do better than any other organization in Canada; what could be improved upon; what should IBBY Canada be doing; and, what motivates your involvement?

Parallel to this qualitative exploration, we dug into trends: trends in membership and trends in revenue.

Lastly, we sought to understand more about IBBY Canada's relationship with IBBY International and our responsibilities and opportunities.

From all of this, the following mission, vision, goals and objectives for IBBY Canada emerged.

This strategic plan is intended to be a living document. Ambitious in scope, we present this plan knowing not everything will be done in year one. However, we are confident this roadmap will serve to help us implement policies and practices to further our mission and strengthen our organization.

We look forward to working with IBBY Canada's full membership in its implementation.

And let's have some fun doing it.

Respectfully submitted,

Working Committee

Helena Aalto
Yvette Ghione
Fred Horler
Mary Beth Leatherdale
Patti McIntosh
Trish Osuch

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Goals for IBBY Canada

The following five goals support the mission and vision for IBBY Canada, provide the organizational focus for the period 2020-2023 — and set the fundamental direction for the organization.

The objectives offer specific and measurable levels of achievement in advancement of each goals.

Goal 1: To ensure IBBY Canada continues as a viable organization with strong, representative governance and with administrative practices that support the sustainability of the organization.

Objectives
<p style="text-align: center;">Be a Member in Good Standing</p> <p>Be a member in good standing with IBBY International with timely payment of dues and honoring of all terms of membership</p>
<p style="text-align: center;">Organization Sustainability</p> <ol style="list-style-type: none">1. Maintain balanced revenue and expense budget2. Investigate potential partnerships opportunities with like-minded organizations3. Undertake fundraising activities such as Kids' Lit Quiz Night to support the financial stability and viability of the organization
<p style="text-align: center;">Administrative Practices</p> <ol style="list-style-type: none">1. Ensure all requirements related to corporate and charitable filings are met2. Develop annual budget to support administrative operations3. Review and update by-laws where needed4. Create and maintain current and archival document standardization practices
<p style="text-align: center;">Benefit from Representative Governance</p> <ol style="list-style-type: none">1. Review Board job descriptions to ensure they "fit" with goals and objectives outlined in strategic plan2. Develop succession and recruitment plan for Board of Directors

Goal 2: To develop and present more exceptional programs and projects that are meaningful to stakeholders with delivery throughout Canada.

Objectives
<p style="text-align: center;">Expand Readers and Refugees Across Canada</p> <ol style="list-style-type: none">1. Build upon expertise and experiences in Toronto, Montreal and Winnipeg to develop program-in-a-box to help set up Readers and Refugees in other areas2. Seek to build Readers and Refugees program partnerships throughout Canada including with libraries, community centres and social agencies
<p style="text-align: center;">Promote and Grow Indigenous Picture Book Collection</p> <ol style="list-style-type: none">1. Build partnerships with library services, such as Southern Ontario Library Service and Ontario Library Service – North, and friendship centres to promote and grow the Collection
<p style="text-align: center;">Nurture Elizabeth Mrazik-Cleaver Canadian Picture Book Award</p> <ol style="list-style-type: none">1. Explore ways to nurture and expand Cleaver Award (e.g., increasing prize amount, increasing visibility associated with nominations and winning, and other means)
<p style="text-align: center;">Celebrate IBBY International Hans Christian Andersen Award and Honour List</p> <ol style="list-style-type: none">1. Celebrate Hans Christian Andersen Award and Honour List (e.g., consulate exhibitions, interviews with all Canadians nominations, and other means)

Goal 3: To develop a strong, engaged and diverse membership representative of the range (and many) stakeholders across the country.

Objectives
<p>Encourage Membership Retention</p> <ol style="list-style-type: none"> 1. Review membership status each month and follow up with current members to renew memberships coming due that month 2. Track current members who do not renew, and follow up with reminders 3. Approach recent members who have not renewed in the past two years 4. Approach long-past members to encourage return 5. Reinforce impact and value of key IBBY activities in all membership communications
<p>Acquire New Members</p> <ol style="list-style-type: none"> 1. Develop ongoing cross-platform plan for membership messages in newsletter, website, social media, press releases, calls for submissions, etc. 2. Approach current and past award nominees, Russell Grant recipients, etc., to join 3. Involve current members in new member acquisition with opportunities to personally encourage colleagues and friends to join 4. Explore partnership opportunities for growing membership
<p>Build Representative Membership</p> <ol style="list-style-type: none"> 1. Identify areas where membership could be bolstered 2. Develop specialized campaigns for certain membership groups (e.g., academics, Atlantic Canada, etc.) 3. Develop long-term strategy for ensuring representative membership
<p>Have Effective Membership Benefits</p> <ol style="list-style-type: none"> 1. Clarify list of member benefits (e.g., quality of newsletter, support of programs, connection to international activities) 2. Differentiate members from newsletter subscribers 3. Develop plan for ongoing assessment of membership benefits (e.g., when partnership opportunities arise, etc.)

Goal 4: To maintain a strong sense of identity and communicate its value to internal and external stakeholders.

Objectives
<p style="text-align: center;">Promote Understanding of IBBY Canada Brand</p> <p>Initiate co-promotion opportunities with publishers and program partners (e.g., provide publishers with messages and images of award winners to include in their social media messages, website and catalogues) Explore creation of additional IBBY Canada publications (e.g., special editions of newsletters focused on programs) Work plan to ensure website content is available in English and French Explore business case for IBBY Canada-branded social justice book prize</p>
<p style="text-align: center;">Implement Strategic Communications Calendar</p> <p>Create shared calendar with schedule of calls for submissions, award announcements, outreach activities, etc.</p>
<p style="text-align: center;">Undertake Review of Communications Tools</p> <p>Monitor effectiveness/uptake of communications tools including newsletter, Twitter, Facebook and website Create media and clippings file of all programs and events Improve creation and sharing of contact lists</p>
<p style="text-align: center;">Has Membership-Focused Communications</p> <p>Ensure all communications include “join” or other membership messages Promote and facilitate personalized membership outreach messages (e.g., for Board recruitment of members in their region and sphere of work)</p>
<p style="text-align: center;">Use Board Meetings to Benchmark Progress on Strategic Plan</p> <p>Utilize Board meetings to track progress against strategic plan goals and objectives and report on activities</p>

Goal 5: To be well represented internationally in the programs and projects of IBBY International.

Objectives
<p style="text-align: center;">Participate in Nominations Programs</p> <p>1. Contribute to, or participate in, all nominations programs including: Hans Christian Andersen Award, Astrid Lindgren Memorial Award, Collection for Young People with Disabilities, Silent Book Collection, Publisher of the Year and IBBY Honour List</p>
<p style="text-align: center;">Work to Increase Canada’s Profile Internationally</p> <p>1. Strive to sponsor International Book Day as means of increasing Canada’s profile internationally, in manageable and fiscally-prudent way</p>
<p style="text-align: center;">Support Promotion of Children’s Reading Internationally</p> <p>1. Research and strive to undertake twinning project to promote cross-cultural reading and understanding, and support Children in Crisis reading programs</p> <p>2. Promote expertise in role of children’s literature in helping deal with trauma through work of international and national programs (e.g., Readers and Refugees, Indigenous Picture Book Collection)</p>
<p style="text-align: center;">Host International Collections</p> <p>1. Host tour of Honour List and possibly other international collections such as Disabilities Collection and Silent Books Collection</p>

Appendices

1. Key Themes from Strategic Plan Surveys: Perspectives on Current State of IBBY Canada

Successes

- Indigenous Picture Book Collection
- Readers & Refugees program
- Joanne Fitzgerald Illustrator in Residence
- Awards program, highlighting Cleaver Award
- Distribution of *Sidewalk Flowers*

Strengths

- Part of international network
- Committed, passionate volunteer group
- Distinctive and compelling programming
- Unique mission
- Social justice/global citizenship lens
- Gives perspective on Canada's literature

Weaknesses

- Financial state
- Administrative difficulties
- Low profile/poor visibility
- Limitations of being volunteer-run organization
- Membership base not reflective of Canada
- Lack of clarity in mission, in how all programming pieces fit

Opportunities

- IBBY's mission of becoming more relevant and impactful in this world
- Expansion of Readers and Refugees
- Expansion of Indigenous Picture Book Collection
- Increased social media and increased youth engagement
- Partnerships with like-minded organizations; deeper relationships with other IBBY sections and IBBY International

Threats

- Financial: internal, funding climate, availability of financial opportunities
- State of membership
- Workload of Board and volunteers
- Lack of clarity in purpose

Motivation for Involvement

- Support of mission of IBBY Canada: change in children's lives through literature
- Interest in global citizenship/global citizenship part of value system
- Opportunity to contribute and make a difference
- Opportunity to meet and work with like-minded people
- Support of Canadian children's literature

2. Findings: Stakeholders in IBBY Canada

Internal

- Board of Directors
- Membership
- Sponsors
- Donors
- Service volunteers
- IBBY International
- Sister organizations (e.g., CCBC, CANSCAIP, CODE, Communication-Jeunesse)
- Program partners (e.g., committed agencies involved in Readers and Refugees)

External

- Authors and illustrators
- Publishers and editors
- Translators
- Journalists and critics
- Teachers, university professors
- Students
- Librarians
- Booksellers
- Social workers
- Parents and children
- Government agencies including regulatory agencies
- Potential partner agencies/civil society

3. Board of Directors for IBBY Canada (2019-2020)

Executive Committee

Mary Beth Leatherdale, President
Fred Horler, 1st Vice-President
Theo Heras, 2nd Vice-President
Vacant, Past President
Yvette Ghione, Treasurer

Board of Directors

Helena Aalto, Membership Secretary
Frances Gao, Recording Secretary
Emma Sakamoto, Promotions Officer
Patti McIntosh, Newsletter Editor
Meghan Howe, Liaison, Canadian Children's Book Centre
Nicholas Aumais, Liaison, Communication-Jeunesse
Lana Button, Liaison, CANSCAIP
Dr. Lesley Clement, Regional Councillor Ontario
Jean-François Sénéchal, Regional Councillor Quebec
Dr. Jane Baskwill, Regional Councillor East
Merle Harris, Regional Councillor Alberta
Dr. Rob Bittner, Regional Councillor West
Trish Osuch, Website Editor