

REPORT

Oakville Public Library Board

Meeting Date: April 16, 2026

FROM: Oakville Public Library

DATE: April 7, 2026

**SUBJECT: Service Strategy and 2027-2030 Strategic Plan Overview –
April 16, 2026**

RECOMMENDATION:

That the Service Strategy and 2027-2030 Strategic Plan Overview be received for information.

KEY FACTS:

The following are key points for consideration with respect to this report:

- Oakville Public Library has completed the RFP process to retain a consultant to undertake a comprehensive Service Strategy and Strategic Plan, designed as a single, integrated initiative.
- The project is scheduled to run from May to November.
- This report is designed to provide the board with an overview of the project and highlight the anticipated input points for board engagement and involvement in the various phases.
- The Board will be most actively engaged during the Strategic Planning phase, which will translate long-term service planning into a focused and implementable 4-Year Strategic Plan (2027–2030).
- The specific timing and format of Board engagement will be confirmed once the consultant is on-boarded and a detailed project work plan and timelines are finalized.

BACKGROUND:

Oakville is experiencing sustained population growth, increased density, and growing demographic diversity. These changes are reshaping community expectations of public services and require OPL to ensure its service offerings, delivery models, and strategic priorities are positioned to scale effectively and respond to emerging needs.

As part of the 2025 budget process the OPL Board approved the Service Strategy and Strategic Plan project. The project combined the previous Parks, Recreation and Library Master Plan (PRLMP) Strategies project and the Strategic Plan project. Both were previously listed as separate capital projects in the Oakville Public Library's 10-Year Capital Forecast, with initial timing projected for 2026.

With merging of the two projects, OPL will undergo a comprehensive exercise that connects research, service review, impact articulation, and long-term planning into a single, coherent process.

At its core, this project asks fundamental questions of the Library and the wider community:

- What impact does OPL intend to have in Oakville?
- How well does current service delivery support that impact?
- And how should services, priorities and resources be aligned over the next decade to respond to a growing and changing community?

In early 2026, OPL released an RFP for a consultant to lead the comprehensive service review and develop a new strategic plan. The driving purpose of the project is to ensure that OPL's future direction is grounded in:

- Evidence and data
- Community and stakeholder input
- A clear understanding of organizational capacity and impact
- Strong governance leadership

The consultant will deliver three tightly linked outcomes:

1. **A Service Delivery Review and Service Strategy**, defining OPL's core services, recommended service levels, and delivery models over a 10-year horizon
2. **A 10-Year Service Model Framework** with a clear implementation and performance measurement approach
3. **A 4-Year Strategic Plan (2027–2030)** that reflects Board priorities and positions OPL for long-term impact

The work is expected to be completed via the following 3 phases:

Phase 1 – Establishing the Foundation

Project initiation, research, environmental scan and engagement with a goal of building a shared evidence-base and understanding

Phase 2 – Defining Impact and Shaping 10-Year Service Framework

Service delivery review and impact modeling to define core services, identify opportunities for improvement, and establish a long-term service framework

Phase 3 – Translating Direction into a 4-year Strategic Plan

Strategic planning to translate long term directions into practical implementable 4-year plan.

COMMENT/OPTIONS:

The project is scheduled to kick-off in late April/early May with a goal to bring the 2027-2030 Strategic Plan to the OPL Board for approval in November. The project is being structured to ensure appropriate Board involvement across all phases, with engagement aligned to governance responsibilities including strategic priorities and objectives.

During the Service Review and Service Strategy phases, Board members will be engaged through the consultation process to provide insight and perspective on community needs, service priorities, and long-term direction. Input from Board members will be considered alongside feedback from other stakeholders and will inform the overall evidence base used by the consultant and staff.

As the work progresses, key findings from consultation, environmental and jurisdictional scanning, and research activities will be brought forward to the Board for review and endorsement. In addition, the 10-Year Service Model Framework will be presented to the Board to provide visibility into proposed long-term service direction and alignment with OPL's mandate and governance priorities.

The Board's primary area of influence will be during the Strategic Planning phase, where the recommended long-term direction established through the Service Model Framework and early-phase findings is translated into a focused and implementable 4-Year Strategic Plan. In this phase, the Board will work closely with the consultant and OPL leadership to establish the following:

- mission, vision, values, and guiding principles

- strategic priorities that outline high-level goals
- strategic objectives tied to clear outcomes
- actions to help OPL reach each objective, covering a 4-year planning horizon
- performance measures framework that outlines key performance indicators by which to measure and track the progress of initiatives.

The Strategic Plan is intended to be Board-led, with the consultant supporting the process through facilitation, synthesis of evidence, and strategic guidance. As indicated during the February board presentation for the Q4 2025 Performance Measures report, a performance measurement framework will also be developed to support monitoring and reporting on progress against the Strategic Plan.

While the overall approach to Board engagement is defined above, the specific touchpoints, workshops, and presentations will be finalized once the consultant is onboarded and the detailed project schedule is confirmed. This will ensure Board involvement is well-timed and aligned with key milestones. A full project timeline will be provided at the May board meeting.

Prepared and submitted by:
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