

2016
2019

Strategic Plan



Oakville Public Library Board



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Message from the Board

Oakville is a growing town with a diverse and forward-thinking community. Its very foundation is built upon the unique individuals and families that reside here, all of whom come from a wide variety of professions, with different stories, varying interests, and fascinating cultures.

Recognizing those within our network is a vital component in the development of the Oakville Public Library, providing direction and inspiration for future endeavours. On a mission to cultivate discovery and creativity, the library commits to providing access to tangible resources and programs that inspire, encourage, and provoke thought.

The library has reinvented itself through the introduction of modern technology and innovative learning, becoming a very powerful and imperative instrument for our community. With the implementation of this new strategic plan, the library will continue to serve the needs of its customers while cultivating long-lasting relationships, fostering literacy, and promoting life-long learning.

This comprehensive plan provides a direct path to further enhancing the value and importance of the Oakville Public Library. As Board Chair, and on behalf of the library's diverse stakeholders, I want to thank everyone who contributed their time and energy to this plan as we move towards an exciting future.

Sincerely,

Councillor Jeff Knoll
Board Chair,
Oakville Public Library

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Introduction

Guided by the 2012-2015 strategic plan, Oakville Public Library has been successful at delivering an exceptional customer experience, providing access to relevant content that meet the needs of residents, and being fiscally responsible.

In the development of this new strategic plan, the library looked to its community to provide insight and feedback on how we could better meet the needs of our stakeholders. This new strategic plan will continue to build on the library's successes and strengths, and address key challenges resulting from the comprehensive internal and external assessment process.

Oakville Public Library is both unique and valued within the community. This strategic plan will seek to enhance the library's position of being a relevant and inspiring place for creativity in the Town of Oakville.

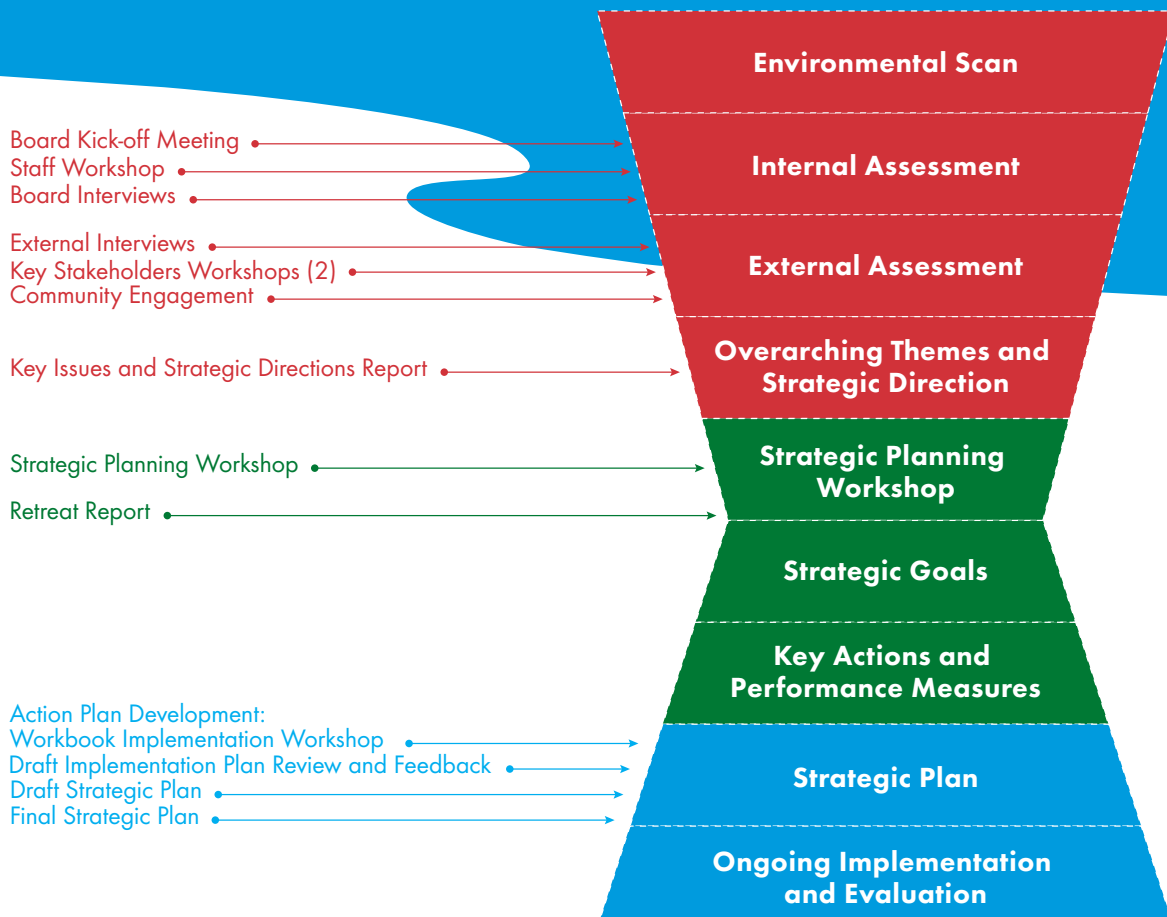


Strategic Planning Process

The three-phase strategic planning process began with comprehensive research and assessment that aimed to understand the internal and external perspectives of Oakville Public Library, and what was desired of it in the future. Each of the research inputs had a different dynamic, ranging from anonymous surveys to public consultations, from a variety of stakeholder workshops, to confidential interviews.

The consultants quantified the qualitative data collected to ensure objectivity and to prioritize the key findings. This was followed by a second phase, whereby key challenges that resulted from the assessment process were identified and addressed with senior staff at a workshop and with the Board and staff at a retreat. This culminated into seven (7) new strategic goals for the next three years and an updated mission, vision and values for the Oakville Public Library.

This dynamic and inclusive process is illustrated with the hourglass diagram below:



Internal and external consultations

Throughout the engaging and inclusive strategic planning process many stakeholders were consulted. The ideas and input brought forward by these individuals help to provide a platform for developing Oakville Public Library's new strategic direction.

Here are the ways we engaged our community (key stakeholders, key opinion leaders, Board members, staff and the public) to inform the goals of this strategic Plan:



Key Challenges to be addressed

Key Challenges were derived through the extensive internal and external consultations including workshops, and confidential interviews with key stakeholders, the Board, the community and staff. Trends in the library and cultural sector as well as the consultants' professional experience informed the Key Challenges. Each of these challenges were deliberated and addressed by participants at the July 12, 2016 strategic planning Board Retreat, and were reaffirmed through additional key stakeholder interviews, and a senior staff workshop.

1

How to become an integral part of the community and increase accessibility to a growing, diverse community?

2

How to integrate the traditional library services appreciated by the public with new, innovative services, facilities, technology and collections?

3

How to ensure that library facilities can best meet the needs of the growing community?

4

How to extend outreach and build partnerships beyond the confines of library buildings?

5

How to best serve the tween and teens of Oakville (ages 11-19) with a full range of services, technology and collections?

6

How to expand OPL's private financial support by developing policies, practices and infrastructure while strengthening its public funding?

7

How to increase the public awareness of library services and programs through marketing and communications?

8

How to strengthen the staff's expertise in meeting the needs of its library customers through training and staff development?





Vision — Why we exist

Inspiring Oakville

Mission — Our impact

Cultivating discovery and creativity by fulfilling our values

Values — What we will do

Providing access to resources for information and recreation

Fostering the joy of reading and learning for all ages

Offering a welcoming and supportive environment

Strategic Direction



Goal 1 | Serve All Community Residents Purposefully

Oakville Public Library (OPL) will be a civic institution that is relevant to the everyday life of Oakville residents. OPL will engage and serve the community with purpose by responding to the needs of its customers, and by proactively reducing barriers and increasing accessibility.

Objectives

- Reduce physical and intellectual barriers
- Create fully-accessible branches
- Increase community and municipal government advocacy
- Create service and budget efficiencies
- Improve user and non-user relationship

Goal 2 | Create a Welcoming and Thriving Community Commons

Oakville Public Library will be a thriving energetic community commons. The library will complement traditional services with innovative and up-to-date facilities, programs, technology and collections.

Objectives

- Improve and refresh library spaces by balancing public space and collections space to meet the needs of customers
- Offer industry-leading resources based on trends in libraries and complementary industries
- Create a library-specific digital strategy

Goal 3 | Extend Engagement Beyond the Library's Physical Footprint

Oakville Public Library and its staff will extend community engagement beyond its physical footprint through the introduction of new programming, technology, and partnerships. OPL will act as a platform that encourages creativity, innovation and interaction.

Objectives

- Provide programming and services to the community outside of the library branches
- Actively participate in community engagement opportunities
- Increase community partnerships by creating new relationships

Goal 4 | Provide Enhanced Opportunities to Children and Teens


Oakville Public Library will provide enhanced programs, facilities and services to children and teens. These will include opportunities for learning and creativity through its designated teen spaces, collections, and technology.

Objectives

- Expand collections and space
- Create engagement opportunities
- Encourage youth engagement and retention
- Develop partnerships to achieve a “thriving vibe” at all branches
- Introduce new cutting-edge programming to help jumpstart youth
- Increase engagement with teens by targeting users and non-users alike







Goal 5 | Maximize Resources and Mutually Beneficial Partnerships

Oakville Public Library will maximize mutually beneficial partnerships to increase the resourcing and funding of programs and services. OPL will find partnership opportunities within the public and private sector and create practices and policies that will increase and sustain these relationships.

Objectives

- Develop strategic policies to distinguish operating from fundraised programs and services
- Create additional fundraising opportunities
- Increase funding goals
- Improve donor retention
- Expand library's profile through signature events

A collage of various marketing and communications icons on a dark, textured background. The icons include a laptop with 'IMC' on the screen, a storefront, a head with gears, a thumbs up, a globe, a lightbulb with a dollar sign, a SWOT matrix, a person icon, a pie chart, a bar chart, puzzle pieces, a target, a dollar sign, and a megaphone. The words 'Culture', 'Brand', 'Succession', 'Outre', 'Awareness', 'Customers', and 'Competencies' are scattered among the icons.

Marketing Communications

Goal 6 | **Develop an Effective Marketing and Communications Program**

Oakville Public Library will develop an effective marketing and communications program to extend its reach and raise awareness in the community. By using a multiplicity of physical and digital media, OPL will be able to better promote its resources and garner more interest.

Objectives

- Enhance library awareness
- Create consistent brand
- Expand external outreach
- Improve internal communications



Goal 7 | Provide Staff with Resources and Professional Development Opportunities

Oakville Public Library will ensure that its staff have the resources and professional development opportunities needed to equip them for their roles. By expanding staff knowledge and expertise, the library will meet its future goals and maintain its reputation for excellence in customer service.

Objectives

- Improve library culture
- Offer staff development opportunities
- Ensure staff achieve baseline competencies
- Develop a succession plan
- Enhance customer experience

Our Plan

This strategic plan was developed to support the Oakville Public Library in its efforts to introduce relevant and impactful resources that create meaningful experiences and lasting relationships.

The series of goals and objectives outlined in this strategic plan will be implemented over the next three years, supporting the Vision, Mission, and Values of the Oakville Public Library.

In conjunction with this plan, OPL staff will monitor the library's success and whether it is following the steps of its new strategic direction. A recently developed Action Plan outlining tasks, timelines, resources, impact, performance measures, and budget will act as a roadmap for the library as well as assist with the execution of each objective.

Acknowledgments

The Oakville Public Library sincerely thanks all of its staff, volunteers, and those listed below for their support dedication, time and contributions to the library's strategic direction and vision.

Members of the Oakville Public Library Board, and Community Leaders

Adams, Tom

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Information Counsellor, Supervisor Employment Services, Centre for Education and Training

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Bright, Steven

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Youth Program Coordinator, Kerr Street Ministries

Reid, Michael

President, Trafalgar Township Historical Society

Rosenberg, Ronni

Dean, Faculty of Arts, Animation and Design, Sheridan College

Sawyer, John

President, Oakville Chamber of Commerce

Sweeney Marsh, Joan

Board Advisor, Oakville Public Library; Library Director, Sheridan College

Valvasori, Joe

Employment Services, Employment and Social Services Halton

Wang, Freddy

Chair, Friends of Oakville Public Library

Stakeholder Workshop Participants

Public Workshop Participants

Teen Workshop Participants

Staff Workshop Participants

All those who completed the Public Survey

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