



## **REPORT TO THE LIBRARY BOARD**

**MARCH 26, 2026**

**SUBJECT:** Strategic Planning Process

**PURPOSE:** For Endorsement

**PREPARED BY** Michael Ciccone - CEO

**PRESENTED BY:** Board Ad Hoc Strategic Planning Committee

---

### **RECOMMENDATION:**

It is recommended that the Library Board endorse the workplan for the creation of the Library's 2027-2030 Strategic Plan.

### **BACKGROUND:**

The Library has engaged Monteith Brown (MB) to work with staff and the Library Board in creating its 2027-2030 Strategic Plan. The process commenced in mid-February with the launch of the strategic plan public survey and is scheduled to end with Board endorsement of the Plan at the October 22, 2026 Board meeting.

### **Previous Strategic Plan**

When the Library embarked on its new strategic plan back into 2020, we'd not had an updated plan since the span of the previous plan ended in 2017. We also couldn't have predicted a world-wide pandemic that upended service for the better part of 2 years.

Given the uncertainty created by the pandemic and the importance of staff and community input, Library staff and Board, meeting mostly online, used 2021 to develop a comprehensive 5-year plan that was divided into two parts:

- The first would be in place through 2023, and would focus on immediate issues, aligned to a bigger vision, that would allow the Library to develop business cases and demonstrate value for additional funding (e.g. asset planning, IT and facility infrastructure) for the 2024-27 budget cycle.
- The second, which would be in place from 2024 through 2026, would allow for aspirational planning tied to the groundwork performed in the first part.
- Development of the next plan, a four-year plan (2027-2030), would commence in 2026 and would align with the final of four years of service of the board in place,

and its completion prepares staff for the City of London's strategic planning process and the incoming Board for the City's 2028-31 budget process.

This approach allowed the Library to present a 5-year vision/plan that was aspirational but still addressed the current needs and prepared the organization for the next budget cycle.

The plan was endorsed by the Library Board on October 21, 2021.

### **The 27-30 Workplan**

1. **Strategic Plan Survey:** In collaboration with Counting Opinions, the Library has launched a Strategic Plan Survey to gather input from Londoners. The survey is based on a template provided by Counting Opinions and the participants will have the option of completing a short (~2-3 mins), regular (~7 mins) and in-depth (~15 mins). *The survey will run through Mid-April.*
2. **Project Team Meeting (i.e. Executive Team):** MB will attend an in-person meeting with the Library's Project Team to initiate the planning process, finalize the work program, and confirm the project objectives and timing. *Scheduled for April 7*
3. **Background Document Review:** Relevant reports, studies and plans will be internally summarized to set the context for the planning process. MB will also review the status of initiatives completed for the last Strategic Plan to understand what was completed, deferred or remains ongoing. *Early April*
4. **Demographics, Trends & Analysis:** MB will review the demographics used to underpin the Facilities Master Plan and apply them in the strategic planning context. To ensure that the Strategic Plan's priorities align with current and future expectations, research will be undertaken to evaluate trends and best practices in library service models including collections, programming, technology, staffing, partnerships, library utilization, etc. *Late April*
5. **Library Executive Team & Management Team Roundtable:** MB will facilitate combined session with LPL's Executive Team and Management Team that takes big-picture thinking and allows staff to refine thoughts that ultimately inform the strategic framework. We will also discuss short-term goals and objectives. *Scheduled for April 28*
6. **Library Operations Supervisors Roundtable:** MB will facilitate a session with LPL's Operations Supervisors to explore values and priorities important to them and the library branches that they oversee. *Scheduled for May 1*
7. **Library Board Strategic Planning Session:** Input from the Library Board is critical to the successful development of the Strategic Plan as they will refer to this document for governance and implementation. Input will shape the Library's vision, mission/purpose, and values. MB will engage the Library Board at one of their regularly scheduled meetings to present an overview of the planning

process, highlights from consultations completed to date, and engage in a facilitated discussion. *Scheduled for May 21 Board Meeting*

8. **Library Board Survey:** MB will design an online questionnaire for Library Board members. The Library will be responsible for distributing the survey link while we will design, host and analyze the survey. *TBD*
9. **Strategic Plan Survey Review:** MB will review results from the Counting Opinions survey being undertaken separately by LPL and its third-party supplier. Data is expected to be presented to us in tabulated format to expedite analysis. *Early May*
10. **Feedback from Staff:** Based on results of meeting w Executive/Management and Supervisors, Exec Team will develop engagement opportunity sessions at the Library Staff Development Day on May 8. They may also plan visits to branches for further engagement. *TBD*
11. **Community Open House Support:** The Library will facilitate open houses using its internal staff resources. MB will provide assistance and guidance. *Target: June, possibly July (engagement method and sessions to be scheduled)*
12. **Draft Strategic Values, Priorities & Goals:** MB will work collaboratively with the Library's Executive Team and/or its appointed designates to jointly craft a set of values and priorities to lead the Library forward over the next 4 years. Goals or actions required to implement priorities will also be identified with the assistance of the Executive Team, building on the past Strategic Plan and other key documents. *Summer*
13. **Project Team Meeting #2:** MB will confirm the draft strategic values and priorities with the Project Team. Based on feedback received, we will undertake any changes to set the stage for the development of specific goals/actions in the next task. *Early September*
14. **Draft Strategic Plan:** MB will synthesize the Strategic Framework into a report that reflects the direction desired for LPL's programs, services and spaces. *Mid-September*
15. **Library Board Presentation:** MB will present the Draft Strategic Plan to the Library Board to test the strategic framework and discuss potential areas that may be of concern or require further clarification before the plan is finalized in the tasks ahead. *Scheduled for the September 24 Board Meeting.*
16. **Final Strategic Plan:** The Strategic Plan will be revised based on the feedback from the Library Board. *Early October*
17. **Project Team Meeting #3:** MB will meet with the Project Team to go over the final Strategic Plan. *Early October*
18. **Library Board Presentation:** MB will present the Final Strategic Plan to the Library Board, with a focus on highlighting any changes to the document arising from the previous presentation to them. *Scheduled for October 22 Board Meeting*

## **Timeline**

### **March**

- Strategic Plan Survey launches

### **April**

- Initial Project Team Meeting: (April 7)
- Background Document Review (Early April)
- Demographics, Trends & Analysis (Late April)
- Library Executive Team & Management Team Roundtable (April 28)

### **May**

- Library Operations Supervisors Roundtable (May 1)
- Strategic Plan Survey Review (Early May)
- Feedback from Staff (May 8)
- Library Board Strategic Planning Session (May 21)
- Library Board Survey (May TBD)

### **June**

- Community Open Houses (June, possibly July)

### **July, August**

- Draft Strategic Values, Priorities & Goals (July, August)

### **September**

- Project Team Meeting #2 (Early September)
- Draft Strategic Plan (Mid-September)
- Library Board Presentation (September 24)

### **October**

- Final Strategic Plan Revisions: (Early October)
- Project Team Meeting #3: (Early October)
- Library Board Final Presentation (October 22)