



## **Report to The Nation Municipality Public Library Board**

**Report Number:** REP-LB-06-2026

**Subject:** [Strategic Plan Development – Discussion Paper 1

**Date of the meeting:** April 23<sup>rd</sup>, 2026

**Prepared by:** Pierre Leroux, CEO

**Circulated to and/or collaborated with:** Christina Gratto Library manager

**Approval:** N/

*In agreement with the recommendation based on the contents of this report.*

## **Recommendation**

[That the Library Board receive Discussion Paper 1 regarding the Strategic Plan development process, and provide direction on the draft mission, vision, values, and desired community outcomes to guide preparation of the next discussion paper.]

## **Financial Considerations**

Financial implications have been verified with annual budget and / or approved applicable policy or by-law: NOT APPLICABLE

## **Context**

Following the reopening of library services and the re-establishment of Board governance, the next step is to develop a strategic plan to guide future decision-making.

Rather than presenting a complete draft plan at once, staff are proposing a phased approach where one component of the strategic plan is discussed at each Board meeting. This approach is intended to:

- reduce complexity for Board members,
- support focused and informed discussion,
- clarify governance versus operational roles, and
- allow the plan to be built incrementally based on Board direction.

This method aligns with governance best practices, where the Board focuses on setting direction, while staff are responsible for implementation.

## **Report**

Draft Strategic Foundations for Discussion

The following draft elements are provided to support Board discussion and direction.

### **Draft Mission Example**

The Library connects residents of The Nation to knowledge, reading, technology, and community life through accessible and responsive public library service.

### **Draft Vision Example**

A welcoming, trusted, and evolving rural library system that strengthens community life in every branch area.

## **Draft Values Examples**

- Accessibility
- Community Responsiveness
- Respect
- Stewardship
- Learning
- Collaboration
- Draft Community Outcomes

The Board is asked to consider what results the Library should achieve for residents.

### **Two example options are provided for discussion:**

#### **Option A – Four outcomes**

- Equitable access to core library services across the municipality
- The library as a welcoming community hub
- Responsive service reflecting each branch community
- Clear and accountable governance

#### **Option B – Five outcomes**

- Literacy and learning opportunities for residents
- Access to collections, information, and digital services
- Strong and relevant branch presence in each community
- Meaningful partnerships
- Sustainable governance and resource management

### **Key Discussion Questions**

To guide the discussion, the Board may wish to consider:

- What is the most important role of the Library today?
- What should residents expect from library services across all branches?
- What does equitable service mean in a rural, multi-branch system?
- Which outcomes matter most to the community?
- What level of detail should the strategic plan include?

### **Next Steps**

Based on Board direction from this discussion, staff will prepare:

Discussion Paper 2: Community Needs and Service Priorities

This will focus on:

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*\*In the event of a discrepancy between the English and French versions of a text, the English version prevails.*

- identifying priority user groups,
- understanding community needs across branches,
- and defining core services to be prioritized.

### **Relevance to priorities**

The development of a strategic plan supports:

- effective governance and oversight,
- alignment of services with community needs, and
- responsible long-term planning and resource allocation.

It also provides a framework to guide future operational and financial decisions.

### **Communication Plan**

At this stage, no public communication is required.

Future communication will be developed once a draft strategic plan is completed.

### **Other Option/Options to the Recommendation**

The Board may choose to:

- request revisions to the proposed phased approach, or
- direct staff to prepare a full draft strategic plan for review at a future meeting.

### **Attachments**

**Appendix A:** Strategic Plan Discussion Paper 1 – Purpose, Mandate and Community Outcomes.

Examples of other Strategic Plans

[Strategic-Plan-2022-2026.pdf](#) – SGD

[Strategic Plan Key library stats](#) – Russell

[Policies and Procedures – English](#) - Casselman