

Strategic Plan 2012-2015: Consultation Plan

Date:	January 20, 2012
To:	Strategic Planning Steering Committee
From:	City Librarian

SUMMARY

At its November 21, 2011 meeting, the Toronto Public Library Board approved the report *Toronto Public Library's Strategic Plan 2012-2015: Establishing a Process*. The process identified the development and approval of a Consultation Strategy for the strategic planning process as a milestone. This report presents the Consultation Plan for review and approval.

The Consultation Plan fulfills the requirements of the Board's Public Consultation Policy. The plan includes goals, principles, target audiences and proposed tactics to reach all Toronto residents as well as targeted audiences with a proposed timeline. A survey of Toronto residents, a web and social media presence, a consultation tool kit for use at library and community events and focus groups and interviews are major components of the strategy.

The creation of a new strategic plan is an opportunity to create priorities for library service which are shared by residents, City Council, stakeholders and library staff and developed within the context of the City's fiscal environment. As the strategic planning process is implemented, updates to the Steering Committee and Library Board will outline how the results of consultation inform priorities, service levels and service options. Performance measures, monitoring and evaluation indicators will be developed to ensure accountability.

RECOMMENDATIONS

The City Librarian recommends that the Strategic Planning Steering Committee recommends that the Toronto Public Library Board:

1. approves the proposed consultation plan as outlined in Attachment 1;
2. directs staff to implement the consultation plan; and

3. directs staff to provide updates to the Strategic Planning Committee on the results of public consultation and how these inform the Strategic Plan.

FINANCIAL IMPACT

The one-time costs associated with the creation of the strategic plan have been provided for in the 2012 operating budget. These costs of approximately \$60,000 include a survey of users and non-users, meeting facilitation, online and print communications, translation and accessibility requirements.

The Director, Finance and Treasurer has reviewed this financial impact statement and is in agreement with it.

DECISION HISTORY

At its November 21, 2011 meeting, the Board approved the report *Toronto Public Library's Strategic Plan, 2012-2015: Establishing a Process* and appointed members to the Steering Committee. Developing a Consultation Plan for the strategic planning process is an early milestone in the process approved by the Board.

COMMENTS

The proposed consultation plan includes tactics that offer all Toronto residents, including users and non-users with the opportunity to provide input into the development of service priorities and service levels for the Library. By engaging both current and potential partners and stakeholders, the Library may expand potential funding sources and service delivery options, increasing the sustainability of library service.

Consultation Plan

The Consultation Plan is included in Attachment 1 and includes: an Overview, Principles and Goals, Target Audiences, and Tactics to Engage Participant Groups and a Timeline.

Overview, Principles and Goals

Principles and goals of the Consultation Plan are based on the Board's Public Consultation Policy. The policy commits the Library to creating opportunities for participation by residents and stakeholders in decision-making processes, including the strategic plan, while removing barriers to participation. The policy states that the Library will build on successful practices and use innovative and creative techniques to foster public consultation. The principles reinforce the importance of supporting reasonable expectations for library service within the current fiscal environment and adjusting the consultation plan to respond to emerging issues or needs. Tactics will be adjusted to ensure participation by underrepresented groups.

Target Audiences

Target audiences include Toronto residents, community partners, and funders, and extends to the public library community, the publishing and book industry and to other

groups which TPL may engage, collaborate and work with on service strategies that are of benefit to Toronto residents.

Tactics by Target Audience

To ensure the strategy is both efficient and effective, common tools will be used including:

- a public survey of all Toronto residents, including users and non-users;
- an outreach and communication strategy using traditional and social media channels and tactics to create awareness of the strategic planning process and opportunities to participate with ongoing updates throughout the process;
- a web and social media presence updated throughout the process;
- a consultation tool kit with background information and discussion questions to be used at library focus groups and community events (minimum 12);
- public meetings/open houses on the draft plan (minimum 4);
- accessible options that address the needs of persons with disabilities or those requiring translation.

To increase efficiency, where possible, consultation will use existing communication vehicles; for example, the Library's e-newsletter, and will be incorporated into ongoing library and community events. Additional tactics will address specific audiences, including children and youth, newcomers and older adults. Targeted communications, interviews and focus groups will engage key community partners and funders. Library staff will have opportunity to participate throughout the process.

Timeline

Consultation will be ongoing from January to September at all stages in the process, beginning with the environmental scan, the development of priority areas, service levels and service options, and concluding with a comprehensive draft plan.

The Strategic Planning Steering Committee and Library Board will receive summaries of the strategic plan consultation to ensure transparency and accountability and that results of consultation are considered and integrated into the plan as appropriate.

CONTACT

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SIGNATURE

Jane Pyper
City Librarian

ATTACHMENT

Attachment 1: Strategic Plan 2012- 2015: Consultation Plan