



## Communications Outline for Strategic Plan 2016-2019

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### **SITUATION**

Toronto Public Library is creating a new **Strategic Plan 2016-2019: Access. Opportunity. Connections.** that will guide the Library over the next four years. More than 3,000 residents participated in the consultation process, sharing ideas about the future of library service in branches, online and in the community.

Strategic plan priorities, goals and outcomes have been approved by the Toronto Public Library Board. After research and consultation, the six priority areas of the new plan are:

1. Advancing Our Digital Platforms
2. Breaking Down Barriers to Access, Driving Inclusion
3. Expanding Access to Technology and Training
4. Establishing TPL as Toronto's Centre for Continuous & Self-Directed Learning
5. Creating Community Connections through Cultural Experiences
6. Transforming for 21<sup>st</sup> Century Service Excellence

The Library's new strategic plan presents an opportunity to raise awareness about the Library's service and transforming role in the community.

### **OBJECTIVE**

- Inform key audiences about the Library's strategic direction, where the Library is headed, what they can expect
- Increase awareness of library services among users and non-users (encourage non-users to register for a library card)
- Encourage people to engage with the Library in-branch and online
- Engage and influence donors and private sector funders to contribute to the Library's success

### **CONSIDERATIONS**

- Simple, compelling language should be used in all communications. Consider focus on key activities or directions instead of "strategic plan" language, depending on audience.

## **AUDIENCES**

### **Internal**

- Staff
- Foundation
- Board
- Union

### **External**

- Library customers
- Participants in strategic planning consultation process
- Toronto residents
- Municipal & provincial politicians, policymakers and bureaucrats
- Other libraries and library associations
- Community and corporate partners
- Donors and private sector funders

## **KEY MESSAGES**

- Refer to Strategic Plan 2016-2019 Public-Facing Key Messages document

## **COMMUNICATIONS STRATEGIES & TACTICS**

### **Website** (all audiences)

Similar to TPL's previous strategic plan, the Strategic Plan 2016 – 2019 website will communicate the Library's strategic priorities and related actions and outcomes in clear, accessible language. The website will be updated on a monthly basis with activities and accomplishments, so that key audiences can see the Library's strategic plan in action, and track its progress. Related documents (e.g. Economic Impact Study, Public Survey Results, Infographic, etc.) will also be easily accessible from this area of the website.

### **Promotional handout** (TPL customers, Toronto residents, community partners, donors)

This concise, promotional piece will communicate in simple, positive and accessible language what the library is committing to accomplish over the four years of the plan, and the difference that will make. It will also invite Toronto residents and library customers to engage with the Library in-branch, online and in the community. The handout will be distributed through library branches and can be used as an outreach tool as well.

### **Infographic** (all audiences)

The existing infographic that the library uses for promotional and informational purposes will be updated with new statistics from the 2015 Public Survey conducted by Forum Research, and from an updated Economic Impact Study to be done in Q1/2016. The infographic will be made available through TPL's digital channels and printed copies will also be provided for distribution as needed.

### **Traditional and New Media** (all audiences)

A comprehensive media strategy will be developed to generate awareness and interest in the Library's strategic plan priorities, activities and outcomes. A traditional and online editorial calendar will be developed to pitch stories to media, and promote content online (blogs, social media). Stories will highlight library initiatives that deliver on strategic plan priorities, and will focus on outcomes and benefits to Torontonians.

### **Comprehensive strategic plan document** (Provincial and municipal politicians, policymakers and staff; Community and corporate partners; donors and private sector funders)

Similar to TPL's previous strategic plan, a comprehensive strategic plan document will be created that provides greater context for and details about the plan, including: key city, environmental and library service trends that influenced the plan's strategies and outcome measures; as well as the consultation process. The document will be made available in print and as an accessible PDF on the Library's website, for distribution to key stakeholders, as needed.

### **Internal Communications toolkit** (for staff)

- **A TPL Strategic Plan Key Messages document**, which will provide staff with language and positioning of the strategic plan to help them communicate its value and relevance to key stakeholders.
- **A Powerpoint presentation** that provides details about the strategic plan, including: the strategic priorities, goals and outcomes of the plan; high level priority actions planned for 2016; and an overview of the consultation findings, environmental scan, context and trends that informed the plan. The presentation can also be adapted and used by staff to communicate about the strategic plan to external stakeholders.

### **Fundraising toolkit** (donors and private sector funders)

Outreach pieces and templates for fundraising proposals incorporating strategic plan key messages and library brand positioning, specifically tailored to donor and funder audiences.

All communications tactics will be tracked to measure interest and engagement.

## **SCHEDULE**

| <b>Tactic</b>                         | <b>Date</b> |
|---------------------------------------|-------------|
| Website                               | March/April |
| Promotional Handout                   | March       |
| Infographic                           | March       |
| Traditional & New Media               | March       |
| Internal Communications Toolkit       | March       |
| Comprehensive Strategic Plan Document | April/May   |
| Fundraising toolkit                   | April/May   |