



## STAFF REPORT ACTION REQUIRED

### Strategic Plan 2008 – 2011 – Report on Public Consultation and Proposed Revisions to Strategic Plan

<b>Date:</b>	June 16, 2008
<b>To:</b>	Toronto Public Library Board
<b>From:</b>	City Librarian

#### **SUMMARY**

---

The purpose of this report is to present the results of consultations with the public and staff on the draft themes and goals for Toronto Public Library Board's Strategic Plan 2008-2011 and to propose revisions to the Plan based on the consultation results. At its March 2008 meeting, the Library Board approved draft themes and goals for the strategic plan as a framework for this consultation.

Using a consultation plan approved by the Board in June 2007, consultation was conducted with stakeholders, residents, community groups, and library staff. As a result of this process approximately 1,912 individuals have been reached to date. A number of tactics were used to ensure that as many people as possible had the opportunity to contribute to the process. Stakeholder roundtables, focus groups, and interviews were held and comment forms were available in branches and on the library website in ten languages. Emphasis was placed on reaching both library users and non users.

Overall, the results of consultation confirmed the draft themes and goals approved by the Board in March although new goals and strategies were added to address ideas expressed through consultation. Upon approval by the Library Board the revised themes, goals and strategies will be further refined based on further results of consultation and a final, public version of the plan will be presented to the Board in September for approval.

#### **RECOMMENDATIONS**

---

##### **The City Librarian recommends the Toronto Public Library Board:**

1. approves the *Strategic Plan 2008-2011 Themes, Goals and Strategies* as revised (Attachment 3) as the framework for the final version of the strategic plan.

## **FINANCIAL IMPACT**

---

There is no financial impact to creating the strategic plan beyond what is included in the 2008 operating budget. Costs associated with implementing the Strategic Plan 2008 – 2011 will be included in operating, capital and fundraising priorities in future years.

## **DECISION HISTORY**

The Library Board approved a process to create the 2008-2011 strategic plan at its May 2007 meeting and appointed a Strategic Planning Steering Committee to oversee the process. In June 2007, the Library Board endorsed a detailed consultation strategy recommended by the Steering Committee.

In March 2008, the Library Board approved the draft themes and goals endorsed by the Steering Committee as a framework for public consultation. The Steering Committee met on June 9<sup>th</sup> to hear the results of public consultation and to shape and endorse the changes made to the draft themes, goals and strategies as a result of public input.

## **COMMENTS**

The creation of a new strategic plan will ensure the Library continues to fulfill its mission of providing library services which meet the changing needs of the people of Toronto.

### **Strategic Planning Process to date**

The Library Board endorsed a four-phase process to create a strategic plan in May 2007.

**Phase One** included completing an environmental scan and recommending draft themes and goals to the Board for endorsement. This process was completed in March 2008.

**Phase Two** included conducting extensive consultations with residents, stakeholder, community groups, councillors and staff using the draft themes and goals as a framework. This report completes Phase Two.

**Phase Three** of the process includes further refinement of the themes, goals and strategies incorporating results of ongoing consultation. It is anticipated that a final version of the plan will be presented for input and endorsement to the Steering Committee and to the Library Board for final approval in September.

**Phase Four**, the implementation phase, includes communicating the strategic plan and incorporating the priority themes and goals into capital and operating budgets and departmental and branch work plans.

## **Results of Public Consultation**

### **Consultation Strategy – Who we consulted**

Using the consultation strategy approved by the Board in June 2007, a detailed consultation plan was developed and shared with the Steering Committee as outlined in Attachment One. Emphasis was placed on reaching both library users and non users. Therefore, consultation events took place in the library and through partnership and outreach at community venues. Targeted groups included youth, children and caregivers, older adults and seniors, newcomers, immigrants and cultural groups, priority neighbourhoods, persons with disabilities, community agencies and residents. To remove barriers to participation, print materials were available in 10 languages, in large print and on the library website. All councillors were sent a copy of the consultation workbook and were offered the opportunity to provide input.

Library staff were consulted in interviews and focus groups. Two of these focus groups were held specifically for Pages in recognition of their role in shaping the library's future workforce and in recognition that they represent the voice of Toronto's diverse youth. A meeting was also held with members of the Union Executive.

To date, over 1,900 people have been involved in the process and consultations are ongoing in June.

### **Consultation Results- What we heard**

The Strategic Planning Steering Committee reviewed the results of the consultation on June 9<sup>th</sup>. Attachment Two is a summary of ideas heard from all groups. Overall, results of consultation confirmed the themes and goals presented to the Library Board as a framework in March. Consultation focused on at-risk and marginalized groups and individuals, as the approved strategy indicated. As a result, the importance of outreach and partnerships to enhance awareness of library service and to remove barriers to participation were emphasized by many groups.

The most common ideas heard in public consultation include:

1. maintaining strong print, media and electronic collections;
2. library buildings are important as community hubs, and access to public space is important for community groups;
3. provide support for and service for vulnerable people;
4. build and promote the virtual library and maintain strong Internet access in library branches;
5. work in partnership to achieve mutual goals and achieve greater impact – the library is a strong and valued partner;
6. increase awareness and use of a full range of library services by extending services, outreach and publicity to target groups;
7. reduce barriers to accessing the library – physical, cultural and administrative;
8. continue to build strategies that sustain a responsive, relevant and innovative public library service for all Torontonians.

## **How Consultation Results Were Incorporated – Revised Strategic Plan Themes, Goals And Strategies**

Incorporating the results of consultation, the *Strategic Plan 2008-2011 Themes, Goals and Strategies* were revised as outlined in Attachment Three. These amendments were reviewed by the Strategic Planning Steering Committee. The original goal of “Engaging Youth” was revised to two separate goals; the first focuses on educational achievement and the second on engagement with an emphasis on leadership skills and social integration. Numerous strategies support the ideas most commonly heard through consultation including the need to build awareness of library services among at risk groups, to develop partnerships to enhance service delivery, and to remove barriers to access.

## **Next Steps**

Following approval of the revised Strategic Plan Themes, Goals and Strategies, staff will review the final results of consultation and prepare a public version of the strategic plan for endorsement by the Steering Committee and approval by the Board. It is anticipated that the plan will be presented to the Library Board for approval in September. Subsequently, the plan will be used as a framework for developing operating and capital budget submissions and service plans and communicated publicly.

## **CONTACT**

Jane Pyper; Director, Corporate and Service Planning, Policy, Projects and City-Wide Services; Tel: 416-395-5602; Fax: 416 393-7229; Email: [jpyper@torontopubliclibrary.ca](mailto:jpyper@torontopubliclibrary.ca)  
Elizabeth Glass; Manager, Planning & Development, Tel: 416-305-5551;  
Fax: 416-395-5826; E-mail: [eglass@torontopubliclibrary.ca](mailto:eglass@torontopubliclibrary.ca)

## **SIGNATURE**

---

Josephine Bryant  
City Librarian

## **ATTACHMENTS**

Attachment One: Who We Consulted: Strategic Plan 2008-2011  
Attachment Two: What We Heard  
Attachment Three: Strategic Plan 2008-2011 Themes, Goals and Strategies