

## **1. Goals and Objectives**

The Strategic Plan is to provide direction for the Library during the years 2008-2011. The goals for this plan are to:

1. Communicate the library's strategic priorities
2. Build public awareness of the library's contribution to the City and its neighbourhoods and the importance of library services to residents especially those at risk
3. Provide potential partners with information about library priorities to develop understanding of areas of mutual interest
4. Provide opportunities for ongoing comment on the library's strategic priorities

## **2. Target Audience and User Profiles**

This marketing and communications plan addresses multiple target audiences for its marketing and communications initiatives.

### **External Audiences**

- City government (Mayor and councillors) city departments and staff
- Provincial government ( Toronto members of provincial parliament) and designated ministries and partners
- Federal government (Toronto members of parliament) and designated ministries and partners
- Community and cultural stakeholders (including Neighbourhood Action Teams)
- Community partners
- All participants in consultations
- Residents of Toronto primarily and Ontario secondarily
- Library users and non-users
- Library associations (Canadian Library Association, Ontario Library Association, Canadian Urban Libraries Council, Urban Libraries Council, International Federation of Library Associations, Public Library Association)
- Federation of Ontario Public Libraries
- Leaders of benchmark libraries
- Media

### **Internal Audiences**

- Library staff – management, front line and support departments
- Union
- Foundation Board

### 3. Marketing and Communications Programs and Initiatives

The following initiatives are proposed to launch and support the Strategic Plan consultative process including:

- Print version of the strategic plan
- Cover letters customized by audience
- Creation of strategic plan section on the TPL website with interactive elements, including an overview of the plan, updates on achievements and examples of programs and strategies from the front line, opportunity for public comment and interaction
- Power point presentation highlighting themes and goals
- Key messages by theme and goal to incorporate into library communications and grant applications
- Media outreach

#### Overall Strategy

- Link library communications to strategic priorities — library services and programs will be linked to strategic plan themes and goals where feasible
- Integrate strategic plan themes and goals into communications, public relations, promotional and media opportunities
- Use a variety of tactics to ensure the widest possible external and internal audience
- Encourage ongoing engagement and input to develop partnerships, understand needs, and promote achievements

#### Tactics by Audience

Audience- External	Tactics
City government (Mayor and councillors) city departments and staff	<ul style="list-style-type: none"><li>▪ Letter to mayor and city councillors/ print copy</li><li>▪ Letter to City manager, and general managers/print copy</li><li>▪ References to strategic plan in budget submissions, appropriate reports</li></ul>
Provincial government (Toronto members of provincial parliament) and designated ministries and partners	<ul style="list-style-type: none"><li>▪ Letter to Toronto members of provincial parliament, Minister of Culture, staff in library division</li><li>▪ Letter to Minister of Children and Youth Services/print copy</li><li>▪ Incorporation of strategic priorities into grant and funding applications</li></ul>

Federal government (Toronto members of parliament) and designated ministries and partners	<ul style="list-style-type: none"> <li>▪ Letter to Toronto member of parliament, Federal Minister of Immigration, Canadian Heritage and other strategic contacts/print copy</li> <li>▪ Incorporation of strategic priorities into grant and funding applications</li> </ul>
Community stakeholders (including Neighbourhood Action Teams)	<ul style="list-style-type: none"> <li>▪ Discussion of plan highlights at meetings with link to strategic plan on website</li> <li>▪ City weekly newsletter</li> </ul>
Community partners	<ul style="list-style-type: none"> <li>▪ Discussion of plan highlights at meetings with link to strategic plan on website</li> </ul>
All participants in consultations	<ul style="list-style-type: none"> <li>▪ Email thanking participants, highlighting plan with link to website encouraging feedback and comment</li> </ul>
Residents	<ul style="list-style-type: none"> <li>▪ Links to strategic plan in all appropriate communications</li> <li>▪ Via our partner channels, both on- and offline</li> <li>▪ Media outreach</li> <li>▪ Promotion of strategic plan on TPL website</li> </ul>
Library Users	<ul style="list-style-type: none"> <li>▪ Print copy of strategic plan available in all library branches</li> <li>▪ Articles in <i>What's on</i> and <i>Shelf Life</i></li> <li>▪ Promotion of strategic plan on TPL website/ highlights relevant strategic plan themes on RAMP, KidsSpace for parents</li> <li>▪ Link programs/services to strategic priorities where appropriate</li> </ul>
Library associations/ Federation of Ontario Public Libraries	<ul style="list-style-type: none"> <li>▪ Letter to highlight areas of mutual interest for advocacy, and staff development and partnerships</li> </ul>
Leaders of benchmark libraries	<ul style="list-style-type: none"> <li>▪ Letter to highlight areas of mutual interest and advocacy</li> </ul>

Audience – Internal	Tactics
Library staff - management, front line, and support departments	<ul style="list-style-type: none"> <li>▪ Presentation at staff meetings</li> <li>▪ Ongoing discussion of strategic priorities</li> <li>▪ Branch and departmental work plans built to support strategic priorities</li> <li>▪ Four meetings with staff, hosted by City Librarian</li> </ul>
Union	<ul style="list-style-type: none"> <li>▪ Letter to executive with plan/ meeting with executive group</li> </ul>
Foundation	<ul style="list-style-type: none"> <li>▪ Presentation at Foundation Board Meeting</li> </ul>

#### 4. Timelines and Milestones

**October 7:** Final version of Strategic Plan to be distributed to Directors for October 8 meeting

**Week of October 13:** With Directors' revisions, distributed to the Library Board Strategic Planning Steering Committee

**October 20:** With the Library Board Strategic Planning Steering Committee's revisions, presentation to the Library Board

**Early November:** With Board revisions, printing and distribution; posting on website with interactive component; and media outreach