

2011 Strategic Plan Work Plan

Date:	March 1, 2011
To:	Toronto Public Library Board
From:	City Librarian

SUMMARY

The purpose of this report is to present the 2011 Strategic Plan Work Plan for approval. Initiatives in the work plan support achievement of the goals of the 2008 - 2011 Strategic Plan – *Our Shared Stories: Writing the Future of Toronto's Library*.

RECOMMENDATIONS

The City Librarian recommends that the Toronto Public Library Board:

1. approves the 2011 Strategic Plan Work Plan included as Attachment 1; and
2. directs Library staff to advance initiatives in the work plan.

FINANCIAL IMPACT

Initiatives included in the 2011 Strategic Plan Work Plan are funded through the Library's 2011 operating and capital budgets. A note is included to indicate where, in a few instances, the initiative is dependent on alternate funding.

DECISION HISTORY

The Library Board approves a Strategic Plan Work Plan annually. Achievements are reported in the following year.

COMMENTS

Toronto Public Library's Strategic Plan ensures the Library provides responsive service to meet the needs of Toronto's diverse, urban population. TPL focuses on customer service excellence efficiently delivering services the public expects of a 21st century public library. This includes access to a virtual library and eContent, access to up-to-date technology in branches, offering programs that reflect the diversity of the population and

welcoming and accessible libraries. Libraries will continue to foster a joy of reading and support lifelong learning for people of all ages and backgrounds.

The 2011 Strategic Plan Work Plan incorporates initiatives to ensure all services are delivered efficiently and effectively. Continuous improvement supports the provision of sustainable services in the context of the City's current fiscal environment.

The year 2011 is the final one of the current strategic plan. A new planning cycle for the next four-year strategic plan will also begin this year.

KEY INITIATIVES FOR 2011

The Toronto Public Library 2011 Strategic Plan Work Plan is included as Attachment 1. Major areas of focus are highlighted below under each strategic theme.

Theme One: Engaging Diverse Communities – In the City and Our Neighbourhoods

Encourage Participation in City Life

- Understand the needs of diverse residents living in Toronto neighbourhoods for City and Library services; work with Neighbourhood Action Teams, Local Immigration Partnerships and City service providers to deliver effective and efficient services which address customer needs
- Engage the public in the evaluation of services as part of the development of a new strategic plan; respond to customers' changing needs and expectations for Library services delivered through the website and in Library branches; foster a culture of customer service excellence, innovation, responsiveness and accountability
- Respond to customer needs in branches through well designed, accessible and flexible public space and open hours which reflect community needs; ensure services are supported by knowledgeable, accessible and responsive staff.
- Promote the joy of reading in all its forms to residents of all ages; promote the educational and societal benefits of literacy and reading in Toronto; develop strategies enhancing access to and discovery of materials in Library collections

Support children, youth and adults of all ages in learning

- Reach preschool children at this critical stage in their learning development; enhance the Ready for Reading program through the development of a strategy to reach children in full-day learning
- Support youth in gaining literacy skills and being successful in school through improved literacy programs, homework support and mentoring, access to curriculum-related materials online and in Library branches and by providing high-quality volunteer opportunities

- Promote awareness of Library services designed to address the needs and improve the quality of life of Toronto's aging population; engage older adults in Library service development and evaluation to understand and respond to their needs; offer information fairs about city services and programs; develop programs in partnerships with universities, community agencies and cultural institutions

Theme Two: Addressing the Growing Income Gap

Support for vulnerable residents

- Support Toronto's economy through support for small business owners and job seekers; offer access to technology, information through collections and programming partnerships on entrepreneurship, small business development; offer innovative small business incubators to expand opportunities
- Complete community mapping projects to identify community assets and services to support efficient and effective delivery of key services and eliminate duplication

Theme Three: Expanding Access to Technology and Online Services

Building the virtual library; expanded access to technology in Library branches

- Meet customer expectations by providing timely, convenient and efficient service, including more online self service features, including online registration, fines payment, online purchase requests, and personalized services requested by customers
- Support greater availability and ease of access to electronic resources and content, including downloadable eBooks
- Address customer demand for technology; upgrade the technology infrastructure, provide and maintain workstations and software; undertake an evaluation and establish service standards and quality measures for the wireless Internet service, bandwidth, public computers and laptops

Theme Four: Supporting Creativity and Culture

Enhance access to cultural programming; encourage literary, visual and the performing arts

- Provide collections that respond to residents' needs for information, recreation and accessible formats in diverse languages; address and respond to shifting usage patterns
- Deliver popular programs which support reading, literacy and lifelong learning, including Keep Toronto Reading and the Thought Exchange, a mix of lectures and discussions across the city; offer local programs in partnership with the

universities and cultural institutions; promote in-person and virtual access to programs through the website

Theme Five: Supporting A Sustainable Library

Sustainability of services and programs

- Continue to support customer service excellence through the review of standards to address key customer service processes; a focus on efficient service delivery, and by fostering a culture of innovation and accountability using accurate performance measures
- Deliver value-added services through external funding and grant opportunities, including Service Ontario, Citizenship and Immigration Canada, New Horizons for Seniors program (Government of Canada) and partnerships supported through the Toronto Public Library Foundation
- Engage all staff to aspire to excellence in customer service through continuous improvements in front-line service delivery and services which support it; support an innovative and energized workforce
- Continue to provide volunteers with opportunities for skills development in an effort to enhance Library services
- Implement the Diversity Plan for the recruitment, training, promotion and retention of a skilled and diverse workforce

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SIGNATURE

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ATTACHMENTS

Attachment 1: 2011 Strategic Plan Work Plan