



Attachment 3

Strategic Plan 2016-2019

Consultation and Communication Plan

Background

Toronto Public Library is creating its fifth strategic plan since amalgamation. The plan will ensure the Library fulfills its legislated mandate and mission to provide library services which *meet the changing needs of the people of Toronto*. Through the past four strategic planning processes the Library has created services which are responsive, innovative and reflect best practices in the public and library sector.

The new strategic plan is an opportunity to engage residents of Toronto in library service, understand their needs and create new public and private partnerships to innovate and collaborate and transform the delivery of library service.

The planning process is an opportunity to engage residents, stakeholders and funders in an exciting conversation about the value Toronto Public Library provides to the City, its neighbourhoods and residents and the services residents want and need. It is an opportunity to create renewed awareness of the range of services the Library offers and forge new service directions through public and private partnerships.

The consultation strategy fulfills the requirements of the Library's *Public Consultation Policy*, and builds on the results of the City's consultation on the Toronto Strong Neighbourhoods Strategy 2020 and the Poverty Reduction Strategy, Library consultations on the Budget 2015, capital projects and targeted sessions, to inform the priorities of the new strategic plan.

Planning Principles

Toronto Public Library's Strategic Plan 2016-2019 will be

- Grounded in Toronto Public Library's mission, values and brand
- Responsive to city and community trends
- Integrated with community
- Created through consultation



- Outcome-focused and actionable

Goals

- To provide residents, stakeholders, partners and funders with opportunities to participate in the creation of the Library's new strategic plan throughout the process
- To create awareness of library service among residents, community agencies and stakeholders
- To engage library staff in understanding residents' priorities and needs for library service
- To identify communities of interest, including public and private partnerships to support the achievement of the plan, including joint initiatives, service partnerships, fundraising and advocacy
- To provide seamless access to information about the strategic planning process online and in library branches
- To identify communities of interest to support the achievement of the plan

Target Audiences (including users and non-users of library service)

- A. Toronto residents
- B. City Councillors
- C. Federal and provincial elected officials and representatives
- D. Educational sector representatives
- E. Cultural sector representatives
- F. Technology and business sector representatives
- G. Public Library Sector and Benchmark Libraries
- H. Publishing and Media Sector representatives
- I. Library staff
- J. Toronto Public Library Workers Union Local 4948
- K. Toronto Public Library Foundation



A. Toronto Residents (to understand usage, needs, and priorities for library service)

- **Adults** (males and females, branch, e-users and home library service users, parents and caregivers, job seekers, small business owners)
- **Youth** (males and females, high school students, Youth Advisory Group Members, library volunteers, participants in library programs and after-school users, post-secondary education students, and those not in post-secondary education or employment)
- **Children** (including children in the middle years, parents and caregivers, after-school time attendees, participants in summer reading)
- **Active older adults, and seniors** (including those transitioning to second careers and retirement)
- **Toronto Neighbourhood Improvement Areas** (consultation in library branches and at community events to understand local needs and service priorities)
- **Persons with disabilities** (to understand changing needs for accessible library services)

B. Consultation with the City (to align and support City priorities and funding outlook)

- Consultation with City Councillors and the City Manager or designate to create awareness of residents needs for library service and to build and maintain cross-divisional service strategies

C. Consultation with federal and provincial elected officials and representatives (to understand federal and provincial budget priorities and policy initiatives to support alignment and develop partnerships)

- Elected and departmental representatives to create awareness of library services and strategic directions and the role the library can play

D. Educational sector including Boards of Education and the Post-Secondary Education Sector in Toronto (to align and support student success by understanding strategic directions, service strategies, and to build partnerships)

- Representatives of the Toronto District School Board, Toronto Catholic District School Board and French Language Board, private educational institutions
- College, university and continuing education sector to understand student needs and develop partnerships, and joint initiatives; and to enrich lifelong learning opportunities at the Library
- iSchool Advisory Board Members, University of Toronto, and Faculty of Information and Media Studies, University of Western Ontario to share information, the service context in which students will be working, changing requirements for library and staff professional development and develop joint initiatives and partnerships



E. Cultural Sector in Toronto (to create new opportunities for cultural engagement and participation)

- Consultation with representatives of the Ministry of Tourism Culture and Sport and the City's Culture division
- Consultation with sector experts to understand new and emerging trends
- Consultation with existing partners to understand strategic directions, and the potential for new initiatives

F. Technology and business sector (to accelerate innovation and enrich service delivery)

- Consultation on new and emerging trends and technology, the potential for partnerships to support service development, lifelong learning opportunities at the Library
- Forge new partnerships to contribute to service quality and access

G. The Public Library Sector and Benchmark Libraries (to consult and communicate areas of interest and advocacy)

- Canadian Urban Libraries Council
- Canadian Library Association and the Ontario Library Association
- Federation of Ontario Public Libraries
- American and international library community
- Benchmark libraries to understand innovative practices and service responses

H. Publishing and Media Sector (to identify opportunities to enhance access, engage communities of readers and contribute to a vibrant publishing and book industry)

- Association of Canadian Publishers, the Canadian Publishers Council, the Canadian Booksellers Association and others
- Current and potential vendors with emphasis on e-content providers
- Self-publishing community

I. Library staff (to engage staff in understanding emerging trends, service priorities, and in the implementation of the plan)

- Staff at all levels in the organization



J. Toronto Public Library Workers Union Local 4948 (to understand workforce concerns and areas of common interest)

K. Toronto Public Library Foundation (to understand the changing context in which the Library is operating and to understand new opportunities for partnerships and fundraising)

Tactics by Target Audience

To ensure the consultation process effectively and efficiently engages a diverse audience of residents, communities and stakeholders, a variety of tactics will be employed, including:

For Toronto residents:

- a survey of users and non-users conducted by a third party
- online and social media outreach
- consultation tool kit for library and community events

For City Councillors:

- letter announcing the process
- announcement of opportunities for resident engagement online, in library branches and at public meetings
- focus group at City Hall
- update for their newsletter

For public/private partners:

- invitation to focus group
- targeted interviews

For Library staff:

- an online discussion forum
- focus groups and consultation at meetings and training sessions
- staff survey

For Toronto Public Workers Union Local 4948:

- focus groups throughout the process

For Toronto Public Library Foundation

- Presentation to Toronto Public Library Foundation Board

Strategic Plan Phase	Tactic	Timeline
Environmental Scan	<ul style="list-style-type: none"> • Participation in the City's Consultations <ul style="list-style-type: none"> ◦ Poverty Reduction Strategy ◦ Toronto Strong Neighbourhoods 2020 • Review of the Federation of Ontario Public Library Survey Results • Toronto Public Library Consultation <ul style="list-style-type: none"> ◦ Review of the results of Budget Consultation 2015 ◦ Discussion with targeted user groups ◦ Stakeholder Roundtables with community agencies ◦ Analysis of customer feedback ◦ Discussion with Toronto Public Library Workers Union Local 4948 • Milestone: Review and approval of draft priorities by the Library Board (June) 	May 2015
Draft priorities	<ul style="list-style-type: none"> • Survey of Toronto residents by a 3rd party • Outreach using traditional and social media channels • Communication on the City's Consultation Website • Communication to City Councillors to announce the process, engage residents and provide input • Communication of draft priorities on website with opportunities for input • Distribution of consultation tool kit for use at library and community events • Consultation in Toronto Strong Neighbourhoods 2020 Branches • Discussion at library programs and events • Focus groups with staff at meetings and events (minimum 8) • Theme-based focus groups and interviews with public/private partners on areas of interest (minimum 30) • Focus group with Toronto Public Library Foundation • Outreach to Youth Advisory Groups and through the High School Outreach Campaign to request input • Consultation with e and technology users • Focus group with Toronto Public Library Workers Union Local 4948 • Milestone: Review of the results of public survey and consultation and approval of priority areas by the Strategic Planning 	June-September



	Steering Committee and Library Board (October 2015)	
Strategic Plan	Tactic	Timeline
Consultation on final plan including priorities, service levels, and accountability measures	<ul style="list-style-type: none">• Communication plan on the website with request for feedback• Communication to City Councillors with a request for feedback• Communication with participants in stakeholder round tables with a request for feedback• Targeted meetings with potential public/private partners and funders to develop service strategies• Public meetings/open house on draft plan• Milestone: Review and approval of the strategic plan by the Strategic Planning Steering Committee and Library Board (December 2015)	October-December
Implementation	<ul style="list-style-type: none">• Communication to stakeholders of final Strategic Plan• Integration of the strategic plan into capital and operating budgets and system and departmental work plans	January 2016 on