



Strategic Planning Process 2016 – 2019

Steps in the Process	Activity and Milestones	Proposed Timeline
Orientation	Milestone <ul style="list-style-type: none">Approval of the process and timeline by the Library Board	April 2015
Understanding the Service Context: Environmental Scan	<p>Research and consultation including a review of:</p> <ul style="list-style-type: none">Council's priorities and service strategies and related public consultationThe provincial and municipal fiscal outlookResearch reports, benchmarking initiatives about Toronto and its residentsFeedback received on library services, including the 2015 budget consultations, and trends in customer commentsAn analysis of achievements and carry forward items from the Toronto Public Library's 2012 – 2015 strategic planTrends in publishing and mediaNew and emerging technologies impacting library service and operationsBest practices in customer service in the public and private sectorService offerings of benchmark public libraries <p>Consultation including surveys, social media focus groups and interviews with:</p> <ul style="list-style-type: none">Youth/teensChildrenAdults, older adults and seniorsPersons with disabilitiesNewcomersFirst NationsLow income adults and familiesE-usersFriends of the LibraryJob seekers and recent graduatesCommunities of interestNon-users	April – May 2015



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	<ul style="list-style-type: none">Focus groups with staff, Toronto Public Library Workers Union4948 community partners and stakeholders	
Establishing Draft Priorities	Milestone Presentation of environmental scan to Library Board Review and confirmation of vision, mission, service values and themes: <i>Read, Learn, Create, Deliver</i> Establishment and approval of draft priorities for 2016 – 2019 Approval of consultation and communication plan for draft priorities	June 2015
Consultation on Draft Priorities and Success Measures	Consultation with service partners, residents and communities Milestone Approval of plan priorities by the Library Board	July – November 2015 October 2015
Development of Success Measures	Milestone Approval of success measures	November 2015
Approval of the Plan	Milestone Approval of the final plan by the Library Board Approval of a communication and implementation strategy	December 2015
Communication and implementation	Milestone Strategic plan priorities and success measures provide framework for the Board Policy, capital and operating budgets, division and department work plans	Ongoing