

Strategic Planning Phases and Timeline

Phase	Activity	Completion Date
Phase 1 Orientation	Milestones: Establish Strategic Planning Steering Committee Approve a consultation and communications plan by the Library Board	November 2011 January 2012
Phase 2 Environmental Scan	Environmental Scan for Strategic Plan <ul style="list-style-type: none"> • Council's service directions and priorities, including the results of the Core Service Review, opportunities from efficiency studies and 2012 operating and capital budget process • Funding outlook for the city and province • Review of demographic trends in Toronto, including the results of the 2011 Census to be released beginning February 2012 • Conduct a phone survey of users and non-users for demographic data and to understand public attitudes and opinions about the Library • Role of public libraries in contributing to the liveability, quality of life and economic sustainability of cities • Technological and societal changes impacting library services • Benchmarking library activities against the broader library sector and public sector organizations • Consultation with the Toronto Public Library Foundation • 4-year look back; accomplishments of the previous strategic plan • Current and future needs for library service, including performance measures, ongoing customer feedback; results of library surveys; key research reports; results of previous public consultation Milestone: Approval of draft priority areas, service levels and service options by the Library Board	April 2012
Phase 3 Public Consultation	Public consultation on draft key priorities and potential service levels and service options Milestone: Approval of priority areas, service levels and service options by the Library Board	April/May 2012
Phase 4 Further Development of the Plan	Further develop service options to address key priority areas with delivery, partnership and funding options to address sustainability; group strategies into short/intermediate and longer term directions Milestone: Draft plan available for comment by stakeholders and residents	June 2012
Phase 5 Development of Performance Indicators	Develop performance, monitoring and evaluation indicators	May 2012
Phase 6 Integration of the Plan into Capital and Operating Plans	Approval of the plan by the Library Board; integration into capital and operating budgets; ongoing system and department work plans with ongoing monitoring and evaluation Milestone: Approval of the final plan by the Library Board	September 2012-ongoing