

## 2020-2024 Strategic Plan: Phase 1 Communication Plan

<b>Date:</b>	January 27, 2020
<b>To:</b>	Toronto Public Library Board
<b>From:</b>	City Librarian

### **SUMMARY**

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The purpose of this report is to provide an overview of the communications strategy and plan to inform and engage staff, residents, stakeholders, partners and funders in TPL’s 2020-2024 Strategic Plan.

This communication plan outlines the first of a three-phase approach, through the life of the Strategic Plan. The focus in this first phase (Q1 and Q2) is the rollout of the plan to both staff and the public. Phase 2 (Q3 and Q4) will focus on broadening engagement, and Phase 3 (2022-2024) will focus on telling the story of how and why the Library is delivering on the plan’s outcomes.

Staff are a critical part of the Library’s success, and will be a particular focus in this first phase. The communication plan will feature in-person and online engagement opportunities to ensure staff understand the Strategic Plan, and see themselves and their work reflected in it.

### **FINANCIAL IMPACT**

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This report has no financial impact beyond what has already been approved in the current year’s budget.

The Director, Finance & Treasurer has reviewed this financial impact statement and agrees with it.

### **EQUITY IMPACT STATEMENT**

The Library’s Strategic Plan communication plan is designed to reach and engage a broad range of individuals, communities, partners and stakeholders. It is focused on

promoting broad awareness and understanding of the plan, and of the outcomes being driven -- to improve the resilience, success and well-being of all Torontonians. There will be a concerted effort to use language, formats, design and channels that are accessible and inclusive.

## **DECISION HISTORY**

At the November 25, 2019 Toronto Public Library Board meeting, the Board directed staff to develop a comprehensive communications strategy and plan to inform and engage staff, residents, stakeholders, partners and funders in TPL's 2020-2024 Strategic Plan to be presented to the Board for information in January 2020:

<https://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2019/nov25/12d-spsc-strat-plan-2020-2024-resilience-success-well-being-combined.pdf>

## **COMMENTS**

The Strategic Plan communication plan phase 1 has three objectives:

1. To build awareness, understanding and engagement in the new Strategic Plan across multiple stakeholders, with an emphasis on staff. An important priority is ensuring transparency and accountability for TPL by demonstrating the Library's value, supporting and building the Library's positive reputation, and showing the Library's ongoing evolution.
2. To ensure communications and channels are designed for specific stakeholders and their needs.
3. To encourage ownership of the plan for all staff, with a focus on leadership and engagement by all managers.

### **The Library's audiences**

There are a broad range of audiences for the Strategic Plan, so multiple targeted strategies and tactics have been developed to engage them. Audiences include:

- TPL Staff
- TPL Board
- TPL Directors and City Librarian
- TPL Management
- TPL work group/committee leads and Branch Heads
- TPL Foundation and donors
- TPLWU – Local 4948
- Public – TPL users
- Public – TPL non-users
- Partner organizations (for-profit, not-for-profit, government)

- Consulted community groups and partners
- Other library organizations and systems
- Government – Federal, Provincial, Municipal
- Politicians, policy-makers, funders
- Influencers – Media, authors, leaders in areas that align with the Library's priorities

### **Communications approach**

In the past, the printed Strategic Plan document was relied on as the primary communication tool to serve multiple audiences and objectives. This year the approach is being broadened to also include multiple channels and more targeted communications to reach and engage different audiences. The goal is to produce a range of materials and modular assets that can be adapted and packaged in different ways to reflect the different needs of a broad range of audiences.

### **A particular focus on staff**

Staff will play a key role in bringing the plan to life and delivering on outcomes. It is critical that all staff across the organization understand and feel ownership of this plan – and that they see themselves reflected in it. An important part of the work will be creating materials and opportunities to inspire, support, engage and empower staff to do that.

A robust internal plan aimed at supporting staff has been developed along the journey from awareness to understanding and engagement. An important focus will be helping them understand how the current plan builds on, and is a continuation of, the work that has been done over the course of the current plan.

One of the key activities is a set of staff town halls in February and March designed to help staff celebrate the success of the previous plan and begin to understand the new plan at a high level through engagement activities. For those unable to attend a session, an online environment will provide the resources and materials.

Managers will play a key role in helping staff see themselves in the plan and understand how their work contributes to its success. Managers will be empowered with a toolkit to conduct sessions with their teams following the town hall sessions to support a more concrete understanding of how the work fits into the plan.

### **Reaching external audiences**

The external launch of the plan will begin with the launch of the printed publication in March. Key audiences will be reached with targeted communications, including personalized letters to city stakeholders, thank you letters to consulted groups, toolkits for outreach, and staff-led road shows with priority groups. This public launch will also include an update on the website, along with a social media campaign.

In April, a series of advertorial articles will be published in the Toronto Star outlining some key Strategic Plan narratives, to be followed by more storytelling editorial opportunities over the following months to tell the story of how and why the Library is delivering on the plan's outcomes.

## **CONTACT**

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## **SIGNATURE**

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