

To: Toronto Public Library Board – May 12, 2003

From: City Librarian

Subject: **Establishing the Process to Create Toronto Public Library's Next Strategic Plan 2004-2006**

Budget Implications:

Toronto Public Library received \$90,000 as one time funding in the 2003 operating budget to support the strategic planning process.

Recommendations:

It is recommended that the proposed structure, process, timeline, and budget for Toronto Public Library's next strategic plan 2004 – 2006 be approved.

Background:

This is the final year of the Toronto Public Library Board's strategic plan covering 2000 – 2003. The Board requires a new strategic plan developed with broad involvement by stakeholders and the public to outline system level service priorities for the next three years. These service priorities will provide a context and framework in which to develop capital and operating budgets. Branches and support departments will then develop annual service plans, which further these priorities.

Comments:

Structure

The new strategic plan will present shared service priorities for the Toronto Public Library. The proposed structure provides for leadership by the Library Board and the ongoing involvement of senior staff members. A Board/Staff Steering Committee with a minimum of three Board members is recommended to lead the process.

Establishing a staff working group with representation from service committees and departments will ensure that the plan reflects the full range of library services offered and benefits from the expertise of staff from across the organization. It is therefore proposed that a working group comprised of the chairs of service committees with representation from support services be created. An important role of the staff working group will be to help facilitate consultation with the public and ensure broad staff involvement. The proposed membership and terms of reference for steering and working groups are included in Attachment 1. Meetings of the steering committee will begin in September. Proposed meeting dates are outlined in Attachment 2.

Process and Timeline

A proposed process and timeline for the strategic planning process is outlined in Attachment 3. Key milestones include the approval by the Library Board of a consultation plan in June, a draft plan outlining proposed themes in January and a final plan in April 2004.

The process starts with an environmental scan. The broader, external scan includes an analysis of trends in demographics, technology and society impacting library service and priorities for the City as reflected in the strategic plan and planning reports of City departments and committees. Interviews with stakeholders will provide additional information and perspective. The internal scan or organizational assessment includes an analysis of the status of initiatives in the current strategic plan, TPL's performance measures and interviews with Library staff. Members of the steering committee will be updated about the progress of this research and consultation throughout the summer. Results of the environmental scan will be consolidated under themes and presented to the steering committee at planning days in September. Broader public and staff involvement will follow.

Public Consultation

Creating a new strategic plan is an opportunity to engage the public in a discussion of the unique and important role Toronto Public Library plays in the City's communities and neighbourhoods and how this role complements that of other service agencies. A proposed consultation strategy developed in co-operation with Marketing and Communications will be presented to the Library Board in June for approval. The goal of the consultation strategy is to provide members of the public with opportunities to participate in the development of the strategic plan throughout the process.

Budget

Developing a strategic plan with broad public and staff involvement is a labour intensive process. Having access to a facilitator to support public consultation and dedicated staff to complete the background research and compile and synthesise information in a format that is easy to understand and comment on is essential. The project budget includes funding to support the public consultation process and to provide staff support for the project. Staff support for the strategic planning process will include a dedicated project manager, a researcher as well as support from Marketing and Communications. A proposed budget is included in Attachment 4.

Conclusion:

Toronto Public Library's second strategic plan will provide a framework in which to develop and enhance services and facilities over the next three years. Leadership by the Library Board and ongoing consultation with Library staff, stakeholders and the public will ensure that the new plan reflects the changing needs of the people of Toronto.

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List of Attachments:

- Attachment 1: Proposed Mandate, Membership and Terms of Reference for the Board/Staff Steering Committee for the Strategic Plan 2004-2006
Proposed Mandate, Membership and Terms of Reference for the Staff Working Group
- Attachment 2: Proposed Meeting Dates for the Board/Staff Steering Committee
- Attachment 3: Attachment 3 is unavailable electronically. Please contact Nancy Marshall at 416-393-7215 if you require a copy.
- Attachment 4: Proposed Budget for the Strategic Planning Process