

Creating a New Strategic Plan: 2020-2024

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| Date: | March 25, 2019 |
| To: | Toronto Public Library Board |
| From: | City Librarian |

SUMMARY

The purpose of this report is to provide an update on the process and timeline for the new strategic plan for the years 2020-2024. A successful process will result in a shared vision and strategy that sets the course for the next five years.

The proposed timeline is nine months, beginning in March with Board approval of the process and concluding in November 2019 with approval of the strategic plan. Prior work, including preliminary research and staff consultations was completed to inform this comprehensive process. Key milestones include:

- an environmental scan and research;
- a phased consultation plan and engagement strategy;
- creation of draft strategic priorities;
- identification of success measures by which to gauge progress;
- a communication plan and implementation plan;
- approval of final strategic plan, communication and implementation plans.

RECOMMENDATIONS

The City Librarian recommends that the Toronto Public Library Board:

1. approves the proposed process and timeline for the creation of a new strategic plan 2020-2024 as outlined in Attachment 1.

FINANCIAL IMPACT

The costs associated with the creation of the strategic plan, including facilitation and meeting costs have been provided for in the 2019 operating budget and are up to \$60,000, including a survey of Toronto residents by a third party as part of the public consultations.

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

DECISION HISTORY

Creating a new strategic plan, the sixth for Toronto Public Library, ensures that the Library Board fulfills its legislated mandate to provide a comprehensive and efficient public library service that reflects the community's unique needs. The Library Board has approved five strategic plans:

Expanding access. Increasing Opportunity. Building Connections. Toronto Public Library Strategic Plan 2016-2019

<https://www.torontopubliclibrary.ca/content/about-the-library/strategic-plan/pdfs/strat-plan-2016-2019.pdf>

Read. Learn. Create. Deliver: Toronto Public Library Strategic Plan 2012 – 2015

<https://www.torontopubliclibrary.ca/content/about-the-library/strategic-plan/pdfs/read-learn-create-deliver-strat-plan-2012-2015.pdf>

Our Shared Story: Writing the Future of Toronto's Library. Toronto Public Library Strategic Plan 2008 – 2011

<https://www.torontopubliclibrary.ca/content/about-the-library/news-publications/strat-plan/strat-plan-2008.pdf>

Urban Stories: The Next Chapter. Toronto Public Library Strategic Plan 2004 – 2007

<https://www.torontopubliclibrary.ca/content/about-the-library/news-publications/strat-plan/strat-plan-2004.pdf>

Creating the Future: Treasuring the Past. Toronto Public Library Strategic Plan 2000 – 2003

<https://www.torontopubliclibrary.ca/content/about-the-library/news-publications/strat-plan/strat-plan-2004.pdf>

EQUITY IMPACT STATEMENT

The process and timeline for the new strategic plan for the years 2020-2024 have been developed considering the City's equity lens, which ensures ongoing integration of access and the removal of barriers for equity-seeking groups in the City of Toronto. The approach strives to achieve equitable outcomes for all, and that all benefit equally from programs and services delivered by the Toronto Public Library.

COMMENTS

Toronto Public Library's vision aspires to being *recognized as the world's leading library by informing and inspiring Toronto and its communities, making us all more resilient, more knowledgeable, more connected and more successful*. A strategic plan that is founded in a comprehensive environmental scan, including external trends and current service offerings, and is informed by ongoing engagement and consultation with the staff, public and stakeholders. This research and consultation will lead to strategic priorities for the next five years and advance the Library's vision. The strategic plan describes the value and outcomes

that the Library will deliver to residents and communities of Toronto, and is developed considering the following strategic planning principles:

1. Grounded in TPL's vision, mission, values and brand;
2. Responsive to City and community needs;
3. Integrated with the community;
4. Is outcome-focused, actionable and drives continuous improvement.

Process and Timeline

The proposed process and timeline for the new strategic plan is detailed in Attachment 1. Preliminary research and staff consultations have been completed to inform the process. The proposed process will begin in March and conclude in November. The Strategic Planning Steering Committee will meet four times in 2019. Regular updates to the Board will be provided throughout this process. Proposed milestones for the Strategic Planning Steering Committee and Board input and approval include:

- approval of strategic plan process and timeline (March 2019);
- review environmental scan emerging themes and public/stakeholder consultation plan (April 2019);
- review consultation report, draft strategic priorities and identify success measures (June 2019);
- review draft strategic plan, and communication and implementation plans (September 2019);
- approval of final strategic plan, and communication and implementation plans (November 2019).

Public and Stakeholder Consultation

The Board's Public Consultation Policy requires that consultation is an input to the strategic planning process. Consulting on a new strategic plan is an opportunity to ensure that library services address issues that matter to Torontonians and contribute to the economic, social and democratic life of the City as a whole. The first phase of public and stakeholder consultations will inform draft priorities, and the second phase of consultations will refine and validate the draft priorities and conclude in September.

The consultation plan will build on results from recent public and stakeholder consultations, including the Toronto Public Library Experience 360 and TPL staff town halls and, where possible, be embedded in city, community and library events to support broad participation.

The consultation plan will include a public survey of Toronto residents by a third party. The survey will be based on a representative sample of users and non-users that will aim to gather demographic data of Toronto Public Library users, infrequent users, and non-users, and measure awareness of, attitude toward, needs and satisfaction with library services.

CONCLUSION

The development of a new strategic plan is an exciting opportunity for the Library to be outward looking and future focused, and to harness technology and innovation to drive excellent public service efficiently. Online and digital services create new possibilities for connecting and engaging users and delivering personalized services. Flexible public space supports study, work, collaboration, community building and civic engagement. Consultation with residents, stakeholders, including City Councillors, City departments, community agencies, service partners, staff and Toronto Public Library Workers Union 4948 throughout the planning process ensures the Library fulfills both its legislative mandate to provide responsive service and the aspirational vision to be the world's leading library making Toronto, its residents and communities more *resilient, knowledgeable, connected and successful*.

CONTACT

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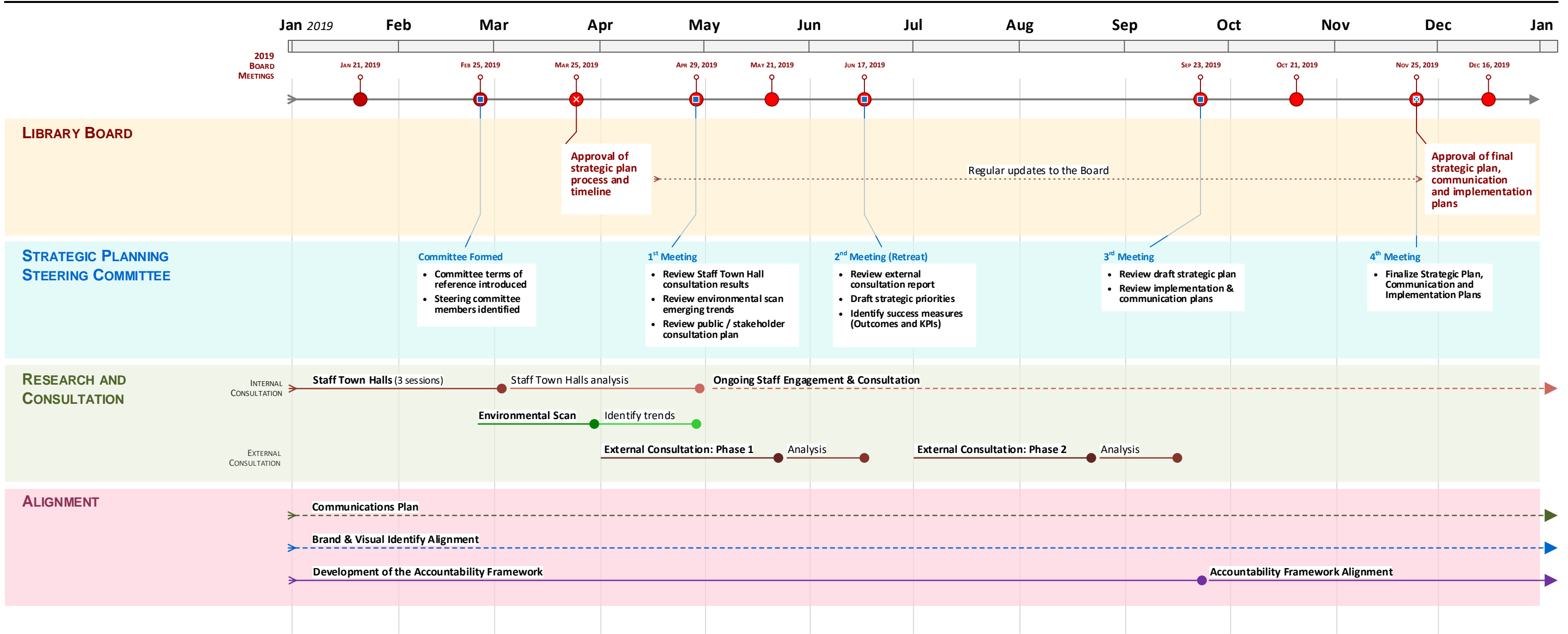
SIGNATURE

Vickery Bowles
City Librarian

ATTACHMENTS

Attachment 1: Strategic Plan 2020-2024 Roadmap

2020-2024 Strategic Plan Roadmap



ACTIVITIES LIST

| Q4 2018 --> Jan. | Feb. | Mar. | Apr. | May | Jun. | Jul. – Aug. | Sept. | Oct. | Nov. | Dec. --> Q1 2020 |
|--|--|---|---|--|--|---|---|---|--|--|
| <ul style="list-style-type: none"> □ Senior Management Gap Analysis Session □ Preliminary Research □ Planning of Staff Town Hall engagement | <ul style="list-style-type: none"> □ Staff engagement - Staff Town Halls (2 sessions) □ Begin planning of environmental scan □ Terms of reference for Board Strategic Plan Steering Committee | <ul style="list-style-type: none"> □ Staff engagement - Staff Town Hall (1 session) □ Begin analysis of Staff Town Hall feedback □ Finalize Strategic Plan roadmap □ Complete environmental scan □ Draft public/stakeholder consultation plan □ Establish Strategic Plan Management Coordination Committee □ Board approval of strategic plan process and timeline | <ul style="list-style-type: none"> □ Roll-out of Phase 1 Consultations □ Consult with City on City strategies including participating in City meetings and working groups | <ul style="list-style-type: none"> □ Public Consultations Phase 1 Cont. | <ul style="list-style-type: none"> □ 2nd Board Steering Committee Meeting (Retreat) □ Draft Consultation Report (for Phase 1) | <ul style="list-style-type: none"> □ Phase 2 of Consultation | <ul style="list-style-type: none"> □ 3rd Board Steering Committee Meeting □ Draft Strategic Plan and accompanying Implementation and Communication Plans | <ul style="list-style-type: none"> □ Alignment of Accountability Framework to implementation of Strategic Plan | <ul style="list-style-type: none"> □ 4th Board Steering Committee Meeting □ Finalize Strategic Plan and accompanying Implementation and Communication Plans □ Board approval of final Strategic Plan, Communication and Implementation Plans | <ul style="list-style-type: none"> □ Communication and Implementation for plan roll-out |

This document is an accessible text-only version of the 2020-2024 Strategic Plan Roadmap diagram.

2020-2024 Strategic Plan

Roadmap

List of 2019 Board Meeting Dates

January 21, February 25, March 25, April 29, May 21, June 17, September 23, October 21, November 25, December 16.

Library Board Milestones

| | Date | Milestone |
|---------------|---|--|
| Library Board | March 25 | Board approval of strategic plan process and timeline |
| | November 25 | Board approval of final strategic plan, Communication and implementation plans |
| | <i>Note: Regular updates on roadmap will be provided to the Library Board throughout the process.</i> | |

Strategic Planning Steering Committee Milestones

| | Date | Milestone |
|---------------------------------------|--------------|---|
| Strategic Planning Steering Committee | February 25 | Committee is Formed <ul style="list-style-type: none"> Committee terms of reference introduced Steering committee members identified |
| | April 29 | 1st Meeting <ul style="list-style-type: none"> Review Staff Town Hall consultation results Review environmental scan emerging trends Review public / stakeholder consultation plan |
| | June 17 | 2nd Meeting (Retreat) <ul style="list-style-type: none"> Review external consultation report Draft strategic priorities Identify success measures (Outcomes and KPIs) |
| | September 23 | 3rd Meeting <ul style="list-style-type: none"> Review draft strategic plan Review implementation & communication plans |
| | November 25 | 4th Meeting <ul style="list-style-type: none"> Finalize Strategic Plan, Communication and Implementation Plans |

High Level Timeline of the Development Process

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| Research and Consultation Phase | Internal Consultation | Planning for the staff town halls began in Q4 of 2018. Three Staff Town Hall consultation sessions took place between February and March of 2019. Analysis of the staff feedback received will take place in April, 2019 and be presented to the Steering Committee on April 29. The staff engagement and consultation process will then continue and be ongoing throughout the 2019 strategic plan development process. |
| | Environmental Scan | Research for the environmental scan began in late February 2019 and will continue until the end of March 2019. The research will be analyzed to identify future trends and themes for the purpose of informing the strategic planning process. |
| | External Consultation | The external consultation will consist of two phases, the first one beginning in April 2019 and ending in May, afterwards it will be followed by an analysis of the feedback and input received. A second stage will launch in July 2019 and be completed by mid September. The consultation strategy, including list of stakeholders and methods is currently being developed. |

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| Alignment Phase | Throughout the process of developing the strategic plan for 2020-2024, work will be done to ensure the alignment of the plan with other internal frameworks, strategies and processes such as the new brand and visual identify for Toronto Public Library, and the development of an accountability framework. Details on this process and the development of the plan will be communicated internally to the staff to ensure alignment with the help of a communications plan / strategy. |
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High Level Sample Activities List by Month

| Month | Activity |
|---------------------------|---|
| Q.4 2018 to January 2019 | <ul style="list-style-type: none"> • Senior Management Gap Analysis Session • Preliminary Research • Planning of Staff Town Hall engagement |
| February 2019 | <ul style="list-style-type: none"> • Staff engagement - Staff Town Halls (2 sessions) • Begin planning of environmental scan • Terms of reference for Board Strategic Plan Steering Committee |
| March 2019 | <ul style="list-style-type: none"> • Staff engagement - Staff Town Hall (1 session) • Begin analysis of Staff Town Hall feedback • Finalize Strategic Plan roadmap • Complete environmental scan • Draft public/stakeholder consultation plan • Establish Strategic Plan Management Coordination Committee • Board approval of strategic plan process and timeline |
| April 2019 | <ul style="list-style-type: none"> • Roll-out of Phase 1 Consultations • Consult with City on City strategies including participating in City meetings and working groups |
| May 2019 | <ul style="list-style-type: none"> • Public Consultations Phase 1 continues |
| June 2019 | <ul style="list-style-type: none"> • 2nd Board Steering Committee Meeting (Retreat) • Draft Consultation Report (for Phase 1) |
| July – August 2019 | <ul style="list-style-type: none"> • Roll-out of Phase 2 of Consultation |
| September 2019 | <ul style="list-style-type: none"> • 3rd Board Steering Committee Meeting • Draft Strategic Plan and accompanying implementation and communication plans |
| October 2019 | <ul style="list-style-type: none"> • Alignment of Accountability Framework to implementation of Strategic Plan |
| November 2019 | <ul style="list-style-type: none"> • 4th Board Steering Committee Meeting • Finalize Strategic Plan and accompanying Implementation and Communication plans • Board approval of final Strategic Plan, Communication and Implementation Plans |
| December 2019 to Q.1 2020 | <ul style="list-style-type: none"> • Communication and Implementation for plan roll-out |