



STAFF REPORT
ACTION REQUIRED

13a.

Strategic Plan 2016 - 2019: Draft Priorities and Consultation Plan

Date:	June 22, 2015
To:	Toronto Public Library Board
From:	City Librarian

SUMMARY

At its April 20, 2015 meeting, the Board approved the report *Creating a New Strategic Plan: 2016 - 2019*. The creation of a strategic plan is an opportunity to transform library service to enhance the value of services for the city, its neighborhoods and residents. The purpose of this report is to present draft priorities and the Consultation Plan for review and approval.

The new strategic plan will describe how Toronto Public Library makes a difference and positively impacts the lives of residents of Toronto. It will build on the Library’s strengths, be responsive to city issues and trends, and look to the future to adopt new technologies, accelerate innovation and transform service delivery. The environmental scan and preliminary consultation done by the Library reaffirms the strength of Toronto Public Library’s value proposition outlined in the vision, mission, service values and brand pillars: Read, Learn, Create and Deliver as a framework for the new strategic plan. The strategic plan will respond to changing demographics and issues identified in City service strategies, and adapt new technologies to offer mobile, personalized and accessible service options. Addressing environmental and demographic trends and adapting new technologies to deliver services across multiple channels will ensure that the Library has an impact, and is relevant and used by Torontonians of all ages and backgrounds.

The Consultation Plan fulfills requirements of the Library Board’s *Public Consultation Policy*. The plan builds on results of consultation conducted by the City in developing the *Toronto Strong Neighbourhoods Strategy 2020* and *Poverty Reduction Strategy*, and consultation conducted by the Library as part of the budget process, the Library’s capital projects, and in May for the strategic plan. Key tactics for the Consultation Plan include a survey of Toronto residents, online and social media outreach, a consultation tool kit for use at library and community events, and focus groups and tactics to engage users and non-users. Interviews will be held with key public and private partners to understand opportunities for collaboration, innovation and enhanced service delivery.

The creation of a new strategic plan is an exciting opportunity to create awareness of library service, engage residents in discussion to understand their needs and priorities and engage

stakeholders and partners in transforming library services. When complete, the strategic plan will contribute to improving social and economic conditions in Toronto's diverse neighbourhoods and communities to support enhanced neighbourhood wellbeing and a better quality of life for residents.

RECOMMENDATIONS

The City Librarian recommends that the Library Board:

1. receives the environmental scan outlined in Attachment 1 for information;
2. approves the draft priorities as outlined in Attachment 2 as a framework for the 2016 – 2019 Strategic Plan;
3. approves the Consultation Plan for the new strategic plan included in Attachment 3; and
4. directs staff to implement the Consultation Plan and report to the Strategic Planning Steering Committee in late September on the results of the public consultation and how the results will be incorporated into the strategic plan.

FINANCIAL IMPACT

The costs of creating the strategic plan have been provided for in the 2015 operating budget. These costs are up to \$45,000 and include a user and non-user survey, focus groups and other consultation with users and non-users, meeting and focus group facilitation, and online and print communications.

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

DECISION HISTORY

At its April 20, 2015 meeting, the Library Board approved the report *Creating a New Strategic Plan: 2016 – 2019*. <http://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2015/apr20/14.pdf>

COMMENTS

Building on Library Strengths: Leveraging the Library's Unique Value

The new strategic plan will continue and build on the Library's service values and strengths and change and transform service through technology. Toronto Public Library's brand statement describes how the Library makes a difference in the lives of Toronto's communities and residents by engaging them in a love of reading, inspiring self-discovery and a lifelong curiosity and interest in learning, and fostering collaboration, creativity and

innovation. The Library is the city's innovation hub, open and accessible to all. It first connects with young children and supports residents through different stages and transitions in their lives. Through these roles, the Library contributes an enhanced quality of life for residents and community and neighbourhood well-being.

Brand Pillars

READ

The Toronto Public Library is uniquely positioned to support Toronto readers of all ages by offering **broad and easy access** to books and reading in a variety of formats, **expertise** that supports literacy and literary exploration, and a wide range of reading **programs that introduce and promote the joy of reading** to all Torontonians.

LEARN

Toronto Public Library is unique in its ability to provide broadly accessible opportunities for learning beyond formal education, throughout all stages and phases of a person's life, and makes those opportunities available wherever and whenever there is a need, reason or desire to learn.

CREATE

Through partnerships, transformations of our physical and virtual spaces, and the use of new and emerging technologies, Toronto Public Library creates cultural and creative destinations that stimulate and support creativity, encourage collaboration, and spark experimentation and innovation for creators and entrepreneurs of all ages.

DELIVER

As Toronto continues to grow, and demand for library services grows, efficient and effective delivery of library services ensures continued excellence in customer service.

Responding to City and Community Needs: Environmental Scan

Library staff completed an environmental scan which looked outward and to the future to understand the environment in which the Library will offer service. Results of this work were summarized and presented to Board members, a representative of the Toronto Public Library Foundation Board and senior Library staff at an information session held on June 9, 2015. The presentation is included in Attachment 1 of this report for information.

The environmental scan was outward-looking, considering City service strategies and priorities and significant trends in Toronto's demographics and employment, education, lifelong learning, literacy, lifestyle, culture, and technology, which will influence service delivery over the next four years. Work also included a look back at the results of the current strategic plan and future trends and issues in library service.

What we learned from the environmental scan and consultation to date

As a result of the environmental scan and consultation to date, three overarching themes emerged:

1. There is strong satisfaction with library services that are delivered today. Services are relevant and are thought to be of high quality.

2. There are demographic trends and issues in the city where the Library should increase its focus to increase impact and outcome.
3. There was a strong message that residents would like changes in the way services are delivered. Specifically, residents would like more services available through multiple channels: online, in library branches and community locations with self-service. Personalized options and increased promotion and awareness of library services are also of interest to residents.

Feedback from the information session on June 9 also suggested that the Library's strategic plan could benefit from greater focus on a few key strategic initiatives, rather than being as wide ranging as past plans. It was acknowledged that this increased focus would need to be balanced by effective delivery of existing core services which must continue to meet the ongoing needs of the many constituencies that depend on library service in Toronto.

Framework for the Strategic Planning Process and Public Consultation (Attachment 2)

As a result of the environmental scan and consultation, it is recommended that the Framework for the Strategic Planning Process and Public Consultation as outlined in Attachment 2 be approved.

Draft Priorities to be used as a framework for consultation:

Areas for increased focus:

- Extend services for **children in the middle years**, especially for after school and out of school time.
- Provide opportunities for **youth** to access leadership, learning, entrepreneurial and employment opportunities through multiple channels
- Support **entrepreneurs/small business owners** with new technologies, information and expertise to manage rapid innovation and disruptive technologies.
- Respond to income inequality in the city, especially for **vulnerable and at-risk communities**.
- Address new demands for **collections** in a range of formats.
- Provide **open hours** that are responsive to the needs of users of all ages.
- Create opportunities for **civic engagement** and to engage in a broad range of **cultural activities**.

Ways to improve services we deliver:

- Provide **mobile service options** integrated with other library service points.
- Offer **technology-enabled community space** for work, study and creation.
- Create **more personalized access**, customized service delivery and self-service options.
- **Remove barriers to access** online, in library branches and in community locations.
- Promote **greater awareness** of what the library has to offer, targeted specifically to individual customer wants and needs.
- Create **organizational capacity** to deliver services differently

Align and support City strategies and directions through service partnerships and planning initiatives:

- City's 10-year capital plan
- City of Toronto Strategic Action
- City of Toronto's Poverty Reduction Strategy
- Toronto and Child Family Network
- Toronto Child Care Plan 2010-2014
- Toronto Middle Childhood Strategy
- Toronto Newcomers Strategy
- Toronto Seniors Strategy
- Toronto Strong Neighbourhoods Strategy 2020
- Toronto Youth Equity Strategy
- Creative Capital Gains: An Action Plan for Toronto

Strategic Plan 2016 - 2019 Consultation and Communication (Attachment 3)

The proposed Consultation Plan recommended for approval is included in Attachment 3 and includes an Overview, Principles, and Goals, Target Audiences and Tactics to engage residents, stakeholders and public and private partners in the process. The consultation will build on the principles for the strategic plan and includes tactics that offer all Toronto residents, including users and non-users the opportunity to provide input into the development of service priorities and service levels for the Library.

Key Tactics include:

- A public survey of Toronto residents, including users and non-users conducted by a third party with a statistically valid sample.
- Accessible options that address the needs of persons with disabilities or those requiring translation.
- A consultation tool kit for use by library staff, community partners and stakeholders.
- Consultation embedded in City initiatives, including work of the Toronto Strong Neighbourhoods Strategy 2020 and the City Poverty Reduction Strategy.
- Library consultation in Toronto Strong Neighbourhoods 2020 Branches.
- Interviews with key public and private partners to communicate the Library's areas of focus to identify areas for collaboration, joint initiatives and partnership.
- Communication and consultation with City Councillors, including notices of consultation available for residents online and in branches, and a focus group for City Councillors.
- Public meetings on the draft plan.
- Consultation with Toronto Public Workers Union 4948.
- Consultation with Library staff online, at focus groups and meetings.

Next Steps

Library staff will implement the consultation strategy and report to the Strategic Plan Steering Committee in September and Library Board in October on recommended priorities for the plan and how the priorities address the results of the consultation.

CONCLUSION

The creation of a new strategic plan is an important strategy in delivering library services that reflect the changing needs of Toronto residents. A comprehensive consultation strategy ensures that residents, and stakeholders have opportunities to contribute to the plan's development throughout the process. Successful implementation of the plan will transform service delivery, build support and usage, and achieve the vision of making Toronto's residents and communities *more resilient, more knowledgeable, more connected and more successful*.

CONTACT

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SIGNATURE

ATTACHMENTS

- Attachment 1: Strategic Plan 2016 - 2019 Library Board Consultation
- Attachment 2: Framework for the Strategic Planning Process and Public Consultation
- Attachment 3: Strategic Plan 2016 - 2019 Consultation and Communication Plan