



STAFF REPORT
ACTION REQUIRED

11.

Strategic Planning Steering Committee: Strategic Plan 2020-2024: Preliminary Environmental Scan and Consultation Plan

Date:	April 29, 2019
To:	Toronto Public Library Board
From:	Strategic Planning Steering Committee

SUMMARY

The purpose of this report is to request the Toronto Public Library Board’s approval of the Strategic Planning Steering Committee’s recommendations regarding the Strategic Plan 2020-2024: Preliminary Environmental Scan and Consultation Plan.

RECOMMENDATIONS

The Strategic Planning Steering Committee recommends that the Toronto Public Library Board:

1. receives the areas of focus for the environmental scan as outlined in the report for information; and
2. approves the consultation plan and implementation.

FINANCIAL IMPACT

The costs associated with the development of the strategic plan, have been provided for in the 2019 operating budget and are up to \$60,000.

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

DECISION HISTORY

At its February 2019 meeting, the Library Board approved the terms of reference for the Strategic Planning Steering Committee: <https://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2019/feb25/04-selection-of-committee-members-2019-combined.pdf>

At its March 2019 meeting, the Library Board approved the report *Creating a New Strategic Plan: 2020-2024*: <https://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2019/mar25/13-creating-a-new-strategic-plan-2020-2024-combined.pdf>

The Strategic Planning Steering Committee, at its April 10, 2019 meeting, considered the *Strategic Plan 2020-2024: Preliminary Environmental Scan and Consultation Plan* report and made its recommendations for the Library Board to receive the areas of focus for the environmental scan for information and approve the consultation plan and implementation at the April 29, 2019 meeting.

COMMENTS

At the April 10, 2019 Strategic Planning Steering Committee meeting, members reviewed the proposed process for the environmental scan and consultation plan and provided the input and feedback outlined below. Library staff will incorporate this feedback.

Demographics

- Demographics analysis should examine current and future population projections.
- There should be a focus on both users and non-users. Specifically, who is not using the library and why?
- Consider using different socio-cultural analytical lenses, e.g. psychometrics and ethno-cultural, to have an in-depth understanding of customer needs, e.g. millennials.
- Consultation process should be inclusive-giving all Torontonians an opportunity to participate through in person and online tactics.
- For the broad public survey consider translation and other strategies to remove barriers to participation.

Technology

- Technology is fundamental to library service and it should be a continued focus.
- The Library's role as trusted steward and custodian of public data should be explored.
- The potential of artificial intelligence to provide better library service should be considered.

Ecosystem

- Create a systems map situating TPL in the not-for-profit and public sector to further explore the environment in which the Library is operating.

External Trends

- Relevant industry forecasts where disruption will occur and impact library service should be factored in, e.g. the evolution of media and information.

Library Sector

- Include best practices in the library sector from peer libraries.

Next Steps

- Assess the work of the current Strategic Plan as an input to the May 31 strategy session to determine what work needs to carry forward into the new plan.
- When presenting key trends highlight the trend, the implication for the library and residents and communities that will be impacted.

The *Strategic Plan 2020-2024: Preliminary Environmental Scan and Consultation Plan* report considered at the April 10, 2019 meeting of the Strategic Planning Steering Committee is provided as Appendix 1.

CONTACT

Elizabeth Glass; Director, Policy, Planning & Performance Management; Tel: 416-395-5602;
Email: eglass@torontopubliclibrary.ca

Shawn Mitchell; Manager, Planning & Development; Tel: 416-395-5551;
Email: smitchell@torontopubliclibrary.ca

SIGNATURE

Vickery Bowles
City Librarian

ATTACHMENTS

Appendix 1: Strategic Plan 2020-2024: Preliminary Environmental Scan and Consultation Plan Report to the April 10, 2019 Strategic Planning Steering Committee



STAFF REPORT ACTION REQUIRED

Strategic Plan 2020-2024: Preliminary Environmental Scan and Consultation Plan

Date:	April 10, 2019
To:	Strategic Planning Steering Committee
From:	City Librarian

SUMMARY

At its March 25, 2019 meeting, the Toronto Public Library Board approved the report *Creating a New Strategic Plan: 2020 – 2024*. The purpose of this report is to present and seek input from the Strategic Plan Steering Committee on the areas of focus for the environmental scan and the draft consultation plan, and to recommend the final report to the Board for approval.

The ten areas of focus for the environmental scan are: politics and government, economy and work, housing, transportation, social development (children and youth, seniors, immigrants and refugees, indigenous, poverty, equity and diversity), education, health and safety, arts and culture, environment, and technology. The identification of key points and opportunities from this first research and analysis informed the consultation plan, and will provide a focus for further research and consultation with the public, stakeholders, partners and staff.

The consultation plan fulfills the requirements of the Library Board's Public Consultation Policy. Building on recent public and stakeholder consultations, including TPL Experience 360, Staff Town Halls and Youth Strategy, the first phase of the consultation plan (Attachment 1) will begin in April and inform draft priorities. The second phase of consultations will refine and validate the draft priorities and actions, and conclude in the fall. The plan is designed to be flexible and provide opportunities for residents, communities, stakeholders and partners to provide input into the new plan throughout the process.

An impactful strategic plan is founded on a shared understanding of the current and future environment in which the Library is operating, and identifies priorities where the Library can add value and improve outcomes for Toronto's residents and communities. The strategic plan also advances a number of the City's strategic priorities and initiatives. A comprehensive environmental scan and consultation strategy are foundational to the creation of the plan.

RECOMMENDATIONS

The City Librarian recommends that the Strategic Planning Steering Committee recommends that the Toronto Public Library Board:

1. receives the areas of focus for the environmental scan as outlined in the report for information; and
2. approves the consultation plan and recommends it to the Toronto Public Library Board for approval and implementation.

FINANCIAL IMPACT

The costs associated with the development of the strategic plan, have been provided for in the 2019 operating budget and are up to \$60,000.

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

DECISION HISTORY

At its February 2019 meeting, the Library Board approved the terms of reference for the Strategic Planning Steering Committee: <https://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2019/feb25/04-selection-of-committee-members-2019-combined.pdf>

At its March 2019 meeting, the Library Board approved the report *Creating a New Strategic Plan: 2020-2024*: <https://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2019/mar25/13-creating-a-new-strategic-plan-2020-2024-combined.pdf>

EQUITY STATEMENT

The areas of focus for the environmental scan and consultation plan for the new strategic plan for the years 2020–2024 have been developed considering the City’s equity lens. This ensures the removal of barriers for equity-seeking groups in the City of Toronto. The approach strives to achieve equitable outcomes for all, and to ensure that all benefit equally from programs and services delivered by the Toronto Public Library.

COMMENTS

Toronto Public Library’s aspirational vision is to be 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. An impactful strategic plan is founded on 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 and partners. This research and consultation informs strategic priorities for the next five years and advances 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 (through a comprehensive environmental scan);
3. Integrated with the community (through staff integration in the community);
4. Created through consultation; and
5. Is outcome-focused, actionable and drives continuous improvement.

Preliminary Environmental Scan

Library staff completed a preliminary environmental scan that gathered information on the external environment and identified external influences. The external environmental scan provides context for the overall strategic planning process, situates the Library in the broader environment and identifies cross-cutting themes. The scan focused on 10 areas: politics and government, economy and work, housing, transportation, social development (children and youth, seniors, immigrants and refugees, indigenous, poverty, equity and diversity), education, health and safety, arts and culture, environment, and technology. The preliminary environmental scan informed the consultation plan and will advise the internal scan, as well as provide input for subsequent strategic analyses, such as SWOT analysis.

Public and Stakeholder Consultation Plan (Attachment 1)

The consultation plan fulfills the requirements of the Library Board's *Public Consultation Policy*. Building on recent public and stakeholder consultations, including TPL Experience 360, Staff Town Halls and the Youth Strategy, the first phase of the consultation plan will begin in April to inform draft priorities, and the second phase of consultations will refine and validate the draft priorities and conclude in the fall.

The consultation plan recommended for approval by the Committee is included in Attachment 1, and includes an overview, planning principles for the strategic plan, goals, target audiences, and tactics to engage public (users and non-users) and stakeholders in the process.

Key highlights and tactics of the consultation plan include:

- a public survey of Toronto residents focusing on their needs and priorities for library service for the next five years;
- a consultation toolkit for use at library and community events to engage residents and community partners;
- branch-led focus groups in neighbourhoods across the city;
- online and social media engagement;
- roundtable discussions with key public and private partners and industry leaders to understand opportunities for collaboration, innovation and enhanced service delivery;

- engagement session with City of Toronto Council and City staff; and
- a benchmarking public survey of Toronto residents conducted by a third party with a statistically valid sample of users and non-users that will aim to gather demographic data, measure public awareness of, satisfaction with, and attitudes toward the library, and to determine the needs of library users.

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 support study, work, collaboration, community building and civic engagement. Consultation with residents, stakeholders, including City Councillors, City departments, community agencies, service partners, staff and the Toronto Public Library Workers Union 4948 throughout the planning process ensures that the Library fulfills both its legislative mandate to provide responsive service, and the aspirational vision to be recognized as the world's leading library, making Toronto, its residents and communities more resilient, knowledgeable, connected and successful.

CONTACT

Elizabeth Glass; Director, Policy, Planning & Performance Management; Tel: 416-395-5602;
Email: eglass@torontopubliclibrary.ca

Shawn Mitchell; Manager, Planning & Development; Tel: 416-395-5551;
Email: smitchell@torontopubliclibrary.ca

SIGNATURE

Vickery Bowles
City Librarian

ATTACHMENTS

Attachment 1: Strategic Plan 2020-2024 Public and Stakeholder Consultation Plan



Strategic Plan 2020-2024 Public and Stakeholder Consultation Plan

Overview

Toronto Public Library is creating its sixth strategic plan. The plan will ensure the Library fulfills its legislated mandate and mission to provide library services that meet the changing needs of the people of Toronto. Through the past five strategic planning processes the Library has created services that are responsive, innovative and reflect best practices in the public and library sector.

The planning process is an opportunity to engage residents, stakeholders and funders in an exciting conversation about the value Toronto Public Library provides to the City of Toronto, its neighbourhoods and residents, and the services residents want and need. It is an opportunity to create renewed awareness of the range of services the Library offers and forge new service directions through public and private partnerships.

The consultation strategy fulfills the requirements of the Library's Public Consultation Policy, and builds on results from recent public and stakeholder consultations including Toronto Public Library Experience 360, TPL Staff Town Halls and the TPL Youth Strategy.

Planning Principles

Toronto Public Library's Strategic Plan 2020-2024 will be:

- grounded in TPL's vision, mission, values and brand;
- responsive to City and community needs (through a comprehensive environmental scan);
- integrated with the community (through staff integration in community);
- created through consultation;
- is outcome-focused, actionable and drives continuous improvement.

Goals

- To provide residents, stakeholders, partners and funders with opportunities to participate in the creation of the Library's new strategic plan throughout the process;
- To create awareness of library service among residents, community agencies and stakeholders;
- To engage library staff in understanding residents' priorities and needs for library service;
- To identify communities of interest, including public and private partnerships to support the achievement of the plan, including joint initiatives, service partnerships, fundraising and advocacy;
- To provide seamless access to information about the strategic planning process online and in library branches;
- To identify communities of interest to support the achievement of the plan.

Strategic Plan Public and Stakeholder Consultation Process

From April through fall 2019, Toronto Public Library will be providing several opportunities for the public and stakeholders to share ideas and help shape the Library’s next strategic plan. The public consultation process will take place in two phases, each inviting broad participation and input from the public and stakeholders. Each phase of the consultations will include notification and outreach to the public and stakeholders. After each consultation phase, Toronto Public Library will report to the Steering Committee on its findings.

Phase 1: April to May 2019

The purpose of Phase 1 is to hear from the public and stakeholders on what TPL means to them and what opportunities they see for the next five years. Building on recent public and stakeholder consultations, the first phase of the Consultation Plan will begin in April. The results from these consultations will inform draft priorities for the strategic plan.

Phase 2: June to fall 2019

The purpose of Phase 2 is to validate and seek input from the public and stakeholders on draft priorities for the strategic plan.

Phase 1	Phase 2
<p>Target Audience:</p> <ul style="list-style-type: none"> • Library Staff • Residents • Community Partners • City of Toronto Council & Partners • Federal and Provincial Stakeholders • Toronto Public Library Workers Union Local 4948 	<p>Target Audience:</p> <ul style="list-style-type: none"> • Library Staff • Residents • Community Partners / Industry Leaders • City of Toronto Council & Partners • Federal and Provincial Stakeholders • Toronto Public Library Workers Union Local 4948 • Toronto Public Library Foundation and Board • Broader Library Community (e.g., Federation of Ontario Public Libraries (FOPL), Ontario Library Association (OLA))

Tactics by Target Audience

To ensure the consultation process effectively and efficiently engages a diverse audience of residents, communities and stakeholders, a variety of tactics will be employed, including:

- For **Library staff**:
 - Town Halls, focus groups, workshops and consultation at meetings;
 - Internal platform includes regular updates, strategic plan documents and a discussion forum.

- **For Toronto residents:**
 - A public survey of Toronto residents focusing on their needs and priorities for Library service for the next five years;
 - Consultations at library and community events to engage residents;
 - Branch-led focus groups in neighbourhoods across the city;
 - Online and social media engagement;
 - A benchmarking public survey of Toronto residents conducted by a third party with a statistically valid sample of users and non-users that will aim to gather demographic data, measure awareness of, attitude toward, needs and satisfaction with library users;
 - Focus groups for targeted audiences (e.g., seniors, youth, Indigenous, people with disabilities, newcomers).

- **For Community Partners/ Industry Leaders:**
 - A consultation toolkit for use at library and community events to engage community partners;
 - Invitation to roundtable discussions with key public and private partners and industry leaders to understand opportunities for collaboration, innovation and enhanced service delivery.

- **For City of Toronto Council & Partners:**
 - Ongoing engagement with City of Toronto and Partners;
 - Announcement of opportunities for resident engagement online;
 - Consultation with City on City strategies including participating in City meetings and working groups;
 - Engagement session with City of Toronto Council & partners at City Hall.

- **For Federal and Provincial Stakeholders:**
 - Announcement of opportunities for resident engagement online, in library branches and at public meetings;
 - Consult with federal and provincial stakeholder strategies including participating in federal and provincial meetings and working groups.

- **For Toronto Public Library Workers Union Local 4948:**
 - Focus groups throughout the process.

- **For Toronto Public Library Foundation and Board:**
 - Presentation to Toronto Public Library Foundation and Board for alignment of funding priorities.

- **For broader Library Community:**
 - Presentation to Library Community (e.g. FOPL, OLA) to refine and validate draft priorities.