

Toronto Public Library's Strategic Plan 2020-2024: Resilience, Success and Well-Being for our City and its Communities

Date:	October 30, 2019
To:	Strategic Planning Steering Committee
From:	City Librarian

SUMMARY

At its September 23, 2019 meeting, the Toronto Public Library Board approved the draft priority areas for the new strategic plan. The purpose of this report is to provide the Strategic Planning Steering Committee an overview of the refined strategic plan priorities and outcomes based on phase two public and stakeholder consultation and feedback from the TPLB Strategic Planning Steering Committee.

To develop the plan, Toronto Public Library (TPL) conducted a detailed environmental scan, including a SWOT (strengths, weaknesses, opportunities, threats) analysis, and extensive public and stakeholder consultation beginning in April and continuing through September. To date, over 4,100 staff, residents, stakeholders, and partners have participated in the process.

As a result of this research and consultation, the five priorities of the new strategic plan are:

- A. Creating inspiring, inclusive and sustainable public spaces
- B. Expanding access to technology and digital literacy training
- C. Empowering Torontonians to succeed in the changing workforce and economy
- D. Investing in staff to deliver exceptional customer experiences in a complex and changing environment
- E. Facilitating and defending democratic values

The new strategic plan describes how the Library will better inform, engage and connect Toronto and its residents in the five priorities. Torontonians will experience greater awareness, access, and use of library services in ways that uniquely serve their needs. The impact of the overall plan is to make Toronto and its communities more resilient, successful and well.

The strategic priorities and outcomes align with and support City strategies and directions, including Toronto's Poverty Reduction Strategy, Toronto's Strong Neighbourhoods Strategy, Toronto's Resilience Strategy, Seniors Strategy, Disaggregated Data Strategy, Toronto Newcomer Strategy, TransformTO and Youth Equity Strategy.

Transparency and accountability of the new plan will be supported through an enhanced accountability framework to communicate and measure shared outcomes for the strategic priorities with regular reporting on our progress.

Next steps include:

- creating a comprehensive version of the plan;
- developing an engagement strategy to inform staff, residents, stakeholders, partners and funders;
- a communication toolkit for staff;
- incorporating the plan into the operation and budget submissions;
- the Toronto Public Library's fundraising priorities; and
- prioritizing strategic activities in business planning.

RECOMMENDATIONS

The City Librarian recommends that the Strategic Planning Steering Committee:

1. receives the consultation report for information as outlined in Attachment 1;
2. recommends the strategic plan priorities and outcomes to the Toronto Public Library Board for approval in November 2019 as outlined in Attachment 2.

FINANCIAL IMPACT

The costs associated with the development of the strategic plan have been incorporated in the 2019 operating budget.

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

DECISION HISTORY

At its April 2017 meeting, the Library Board endorsed the strategies for Indigenous initiatives for consultation with the Indigenous communities in Toronto:

<https://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2017/apr18/12-strategies-for-indigenous-initiatives.pdf>

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 *Creating a New Strategic Plan: 2020-2024* report:

<https://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2019/mar25/13-creating-a-new-strategic-plan-2020-2024-combined.pdf>

At its April 2019 meeting, the Library Board approved the *Strategic Plan 2020-2024: Preliminary Environmental Scan and Consultation Plan* report:

<https://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2019/apr29/11-spsc-strat-plan-2020-2024-prel-environ-scan-and-consult-plan-combined.pdf>

At its June 2019 meeting, the Library Board approved the *Strategic Plan 2020-2024: Environmental Scan and Phase 1 Consultation Results* report:

<https://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2019/jun17/11b-spsc-strat-plan-2020-2024-enviro-scan-and-consult-plan-combined.pdf>

At its September 2019 meeting, the Library Board approved the *Strategic Plan 2020-2024: Strategic Plan 2020–2024: Phase 2 Consultation Update and Draft Priority Areas* report:

<https://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2019/sep23/12b-spsc-strat-plan-2020-2024-phase-2-consltn-update-draft-priority-area-combined.pdf>

COMMENTS

Public and Stakeholder Consultation

Consultation with staff, public, partners and stakeholders has validated and refined the scope and direction of the new strategic plan and priorities. Overall, 4,127 staff, public, community partners and stakeholders have participated in the process. Consultation took place in two phases, each inviting broad participation and input from the staff, public, partners and stakeholders. The majority of participation (3,435 or 83%) was from members of the public. The overall results from the consultation aligns with the environmental scan and informs and contributes to the strategic priorities, outcomes and actions/activities (see **Attachment 1** Strategic Plan 2020-2024 Consultation Report).

Phase two consultation validated and refined the draft focus areas. The discussions included how the Library can play an impactful role across our focus areas, and identifying possible actions and activities the Library could take to support the new strategic plan.

Residents, partners and stakeholders have identified public space, technology services, digital literacy training and workforce and skills development as key areas for the Library to continue to build awareness, access, and use over the next five years. Customers and community partners highly value library staff and have expressed the vital role that library staff have in delivering excellent customer service, and building and strengthening partnerships. Advancing equity and inclusion was a prominent theme throughout the consultation.

A public survey of Toronto residents by a third party is underway and results will be available in November 2019 to inform the actions for the strategic plan. Overall, the results from the consultation will continue to inform the strategic plan work plan for 2020 and beyond.

Strategic Plan 2020-2024 Priorities and Outcomes

The draft priority areas for the new strategic plan were approved by the Library Board on September 23. The priority areas and outcomes have been refined based on phase two public and stakeholder consultation and feedback from the TPLB Strategic Planning Steering Committee.

The following changes were made:

- A. Creating inspiring, inclusive and sustainable public spaces
 - Previously titled: Library as public space
 - Further defined scope
- B. Expanding access to technology and digital literacy training
 - Previously titled: Digital inclusion and digital literacy

- No change to scope
- C. Empowering Torontonians to succeed in the changing workforce and economy
 - Previously titled: Workforce and skills development
 - Further defined scope
- D. Investing in staff to deliver exceptional customer experiences in a complex and changing environment
 - Previously titled: Staff: Key to Our Success
 - Further defined scope to align with TPL's customer experience strategy
- E. Facilitating and defending democratic values
 - Previously titled: Public libraries as facilitators and defenders of democratic values
 - Further defined scope

The strategic plan priorities and outcomes are outlined in **Attachment 2**.

Enablers of the plan

Library staff also heard through consultation with the public and staff that the following are important enablers of successful outcomes for the Library:

- An enhanced accountability framework that communicates and measures shared outcomes
- New and enriched partnerships to expand TPL's reach and impact
- The modernization of public library service through the Library's brand framework, customer experience strategy and digital strategy

These enablers will be included in the comprehensive version of the plan.

Advancing equitable outcomes for all

In April 2017, TPL began strategies for Indigenous initiatives at the Library as part of TPL's response to the Truth and Reconciliation Commission's (TRC) 94 Calls to Action. TPL has an important role to play in the Reconciliation process by: bringing together Indigenous and non-Indigenous communities in a culturally safe and relevant space, and helping to facilitate public education and awareness on Truth and Reconciliation, residential schools and treaty relationships.

In June 2019, TPL hired an Indigenous third party firm that led the development of an Indigenous engagement plan and strategy session. The engagement session was very informative for both TPL representatives and the participants who were invited. The engagement session is part of TPL's ongoing and long-term commitment to Reconciliation. TPL will continue to engage with Indigenous communities and deliver on Indigenous initiatives as part of the new strategic plan.

On September 19, 2019, the Library held an Equity and Inclusion Roundtable with 93 leaders in the field of Equity and Inclusion, social service providers, as well as people with lived experience from equity-seeking groups and vulnerable populations across Toronto, to discuss the Library's role in addressing the growing inequity in our city.

Feedback was provided to the Library to apply an equity lens for data collection and evaluation, partnerships and community development, workforce and skills development for TPL staff and Torontonians, and library space. The Library is committed to addressing this theme in the strategy and emphasizing the importance of equity within the strategic plan.

To ensure that all Torontonians benefit from our strategy, the Library will develop an accountability framework that is supported by an evidenced-based approach to measuring the outcomes we support for our city and its communities.

We will apply two lenses to our five priority areas:

- increasing equitable outcomes for all; and
- addressing the Truth and Reconciliation Commission of Canada: Calls to Action

Next Steps

Next steps include:

- creating a comprehensive version of the plan;
- developing an engagement strategy to inform staff, residents, stakeholders, partners and funders;
- a communication toolkit for staff;
- incorporating the plan into the operation and budget submissions;
- the Toronto Public Library's fundraising priorities; and
- prioritizing strategic activities in business planning.

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SIGNATURE

Vickery Bowles
City Librarian

ATTACHMENTS

Attachment 1: Strategic Plan 2020-2024: Consultation Report

Attachment 2: Strategic Plan 2020-2024: Priorities and Outcomes



Strategic Plan 2020-2024: Consultation Report

Consultation process

From spring through fall 2019, Toronto Public Library (TPL) provided many opportunities for staff, public, stakeholders and partners to share ideas to help shape the Library's next strategic plan and priorities. The consultation plan built on recent public and stakeholder consultation, including TPL Experience 360 (Spring 2018) and Staff Town Halls (February to April 2019) and took place in two phases, each inviting broad participation and input from the staff, public, partners and stakeholders. Feedback was also received from ongoing TPL engagements, including TPL's Indigenous engagement plan and strategy session, Toronto Council on Aging civic engagement event, and TPL's services to vulnerable persons needs assessment.

A public survey of Toronto residents by a third party is underway and results will be available in November 2019 to inform the actions for the strategic plan.

Phase One

The purpose of phase one consultation was to hear from the public and community partners on what the Library means to them and what opportunities they see for the Library for the next five years. The first phase of the public and stakeholder consultation ran from April 15 to May 12, and included an online survey for residents and branch-led public and community partner consultation.

Phase Two

The purpose of phase two consultation was to seek further input from TPL staff, the public, partners and stakeholders in order to validate and refine the draft focus areas. The discussions included how the Library can play an impactful role across our focus areas, and identifying possible actions and activities the Library could take to support the new strategic plan. The second phase consultation ran from June 10 to September 19. Key events included a Technology Roundtable, Equity and Inclusion Roundtable, as well as meetings with Toronto Public Library Foundation (TPLF), Friends of the Library, Toronto Public Library Innovation Council, Toronto Public Library Workers Union Local 4948, Toronto Public Library Indigenous Advisory Council, Toronto Public Library Board Strategic Planning Steering Committee (TPLB SPSC), and targeted public consultation in neighbourhood improvement areas.

Response to the consultation

Overall, 4,127 staff, public, community partners and stakeholders have participated in the process. The majority of participation (3,435 or 83%) was from members of the public (See Figure 1).

Figure 1. Responses by respondent type

Respondent	Questionnaires	Free-format responses (e.g. focus groups participants)	Total
Library staff		506	506
Members of the public	3165	270	3435
Community partners	27*	4*	31
Stakeholders (e.g. Technology Roundtable, Equity & Inclusion Roundtable, TPLF, Local 4948, TPLB SPSC)		155	155
Total	3192	935	4127

*Number of organizations consulted

Summary of results

Consultation with staff, public, partners and stakeholders validated and refined the scope and direction of the new strategic plan. The overall results from the consultation aligns with the environmental scan and informs and contributes to the strategic priorities, outcomes and actions/activities.

Residents, partners and stakeholders have identified public space, technology services and digital literacy training, and workforce and skills development as key areas for the Library to continue to build awareness, access, and use over the next five years. Customers and community partners highly value library staff and have expressed the vital role that library staff play in delivering excellent customer service, and building and strengthening partnerships. Advancing equity and inclusion was a prominent theme throughout the consultation. The Library is committed to addressing this theme in the strategy and emphasizing the importance of equity within the strategic plan.

Overall, the results from the consultation will continue to inform the strategic plan work plan for 2020 and beyond.

See **Appendix A** for results from the consultation.

Appendix A: Results from the consultation

Library Staff

Over the course of four sessions, 446 staff from departments across the Library participated in the Strategic Plan 2020 staff town halls from February to April 2019. Staff came together to offer their ideas and feedback to inform the development of the new strategic plan.

When asked where the Library can add the most value in bridging divides and supporting our city's residents, staff identified these top three areas:

- 1. Vulnerable Customers & Social Work:** Staff believe the Library can do a better job of effectively addressing the needs of vulnerable customers, with social workers playing a key role.
- 2. Seniors & Technology:** Staff recommends a targeted strategic focus for seniors, and identified a connection between vulnerable seniors and technology.
- 3. Newcomers & Supports:** Staff believe the Library can be more sensitive to issues facing newcomers and provide additional support such as fine forgiveness.

In addition, staff have expressed safety in the workplace as an increasing concern and emphasized the need for relevant training, tools, resources and supports to enable them to do their work.

Consultation with staff has been ongoing throughout the strategic plan development process, including feedback on the priority areas from staff across the Library who are subject matter experts in those areas and directly serve Indigenous communities, equity-seeking groups and vulnerable populations. Their input informed the context and scope of the priorities and outcomes. A total of 60 staff have been part of this process.

As a next phase of staff consultation, a questionnaire will be sent out to all staff to ask for their input to prioritize actions/activities for each of the priorities. Their input will help inform the strategic plan work plan for 2020 and beyond.

Members of the public

Consultation with members of the public ran from April 15 to September 13. Consultation formats included questionnaires and branch-led focus groups. Consultation toolkits were also made available for staff to use at library and community events to engage residents.

Public Survey (April 15 to May 12)

A public survey was promoted on tpl.ca, in branches and community events, the Library's Wi-Fi landing page and computer workstations, and on the Your Account web page. The survey focused on asking Torontonians what the Library means to them and what

opportunities they see for the next five years. Overall, 2,690 Torontonians across the city responded to the survey.

When asked to look five years into the future and think about any challenges they see for themselves or their community, Torontonians identified these top seven areas:

1. **Fear of potential budget and funding cuts** to services in the city
2. **Affordability and cost of living** as life in the city is becoming more expensive
3. **Concern about the environment** (e.g. climate change) and the impact that it will have on the future
4. **An aging population** and the challenges associated with the changing demographics
5. **Increasing population density** and overcrowding in the city
6. **City's infrastructure** in particular the state of traffic and congestion, overcrowding, lack of public transit and lack of available, affordable housing options
7. **Access to public spaces** in particular community and library spaces

“Affordability. Housing, childcare, food, services. This city is becoming an unaffordable city. With higher prices, the library is the last free place in the city to enjoy”

Phase one public survey, April 15 to May 12

The results identified a range of challenges that differed by age. Youth identified the environment, school and education, and employment and finding a job while older adults identified budget cuts, government and concerns for seniors as challenges (see **Figure 2**).

Figure 2. Top 3 challenges faced by age group

Age Group	Top 3 challenges identified
Children under 12 *	<ol style="list-style-type: none"> 1. the environment 2. school and education 3. library collections
Ages 13 to 17 *	<ol style="list-style-type: none"> 1. the environment 2. school and education 3. employment and finding a job
Ages 18 to 24 *	<ol style="list-style-type: none"> 1. the environment 2. affordability 3. employment and finding a job
Ages 25 to 29 *	<ol style="list-style-type: none"> 1. affordability 2. the environment 3. budget cuts

Age Group	Top 3 challenges identified
Ages 30 to 34 *	<ol style="list-style-type: none"> 1. affordability 2. budget cuts 3. concerns for children
Ages 35 to 64	<ol style="list-style-type: none"> 1. budget cuts 2. affordability 3. population density
Ages 65 to 74	<ol style="list-style-type: none"> 1. concerns for seniors 2. budget cuts 3. government
Seniors over 75 *	<ol style="list-style-type: none"> 1. concerns for seniors 2. budget cuts 3. government

* Data received by this age group does not fall within an acceptable % of error and to be indicative of the breakdown of Toronto's population by age group.

Overall, residents said the Library should continue to support individuals and communities by providing increased access to public space and offer different types of programs and services, including programs for different types of literacies (e.g. digital, media and print literacy) and population-specific programming for children, youth and seniors.

“Access to space for community use – interactive spaces for the diverse groups – learning exchanges – the library is well positioned to be a leader in creating space for discussions and learning on tough issues.”

Phase one public survey, April 15 to May 12

Focus Groups (April 15 to May 12)

Branch-led focus groups took place at nine locations (Centennial, Jane Sheppard, Agincourt, Fairview, Bridlewood, Barbara Frum, Brentwood, Flemingdon Park and McGregor Park) with a total of 204 participants. The target audience for the focus groups were youth and seniors.

Focus groups and survey themes aligned. Youth identified the environment, school and education, and employment and finding a job as the top challenges they see for themselves. Youth also mentioned the Library should continue to provide a variety of programming, including workforce and skills development, homework help and recreational and/or educational afterschool programs, along with increased access to study spaces and technology services.

Seniors identified health issues and access to government services as top challenges they see for themselves. Seniors also mentioned the Library should provide more health and

wellness related information, and increase the variety of programs for seniors, including cultural activities and digital literacy training.

Public Survey in Neighbourhood Improvement Areas (August 27 to September 13)

As part of the next phase of public consultation, Library staff conducted onsite surveys of customers at library branches in neighbourhood improvement areas (NIAs) to increase the participation of customers from NIAs. The onsite surveys took place at 12 locations: Albion, Jane/Dundas, Mount Dennis, Jane/Sheppard, Parkdale, Lillian H. Smith, Cedarbrae, Malvern, Scarborough Civic Centre, Flemingdon Park, Thorncliffe and Agincourt.

Overall, 475 customers from across the city responded to the survey. Shown in **Figure 3** is a map illustrating the number of survey respondents by geographic area for phases one and two. The survey questions focused on asking customers to validate and refine the draft focus areas¹ and identify how the Library can play an impactful role across all focus areas.

“Computer skill training is the basis for people who are trying to enter the workforce. ‘Computer literacy’ especially for the aging demographic.”

Phase two public survey, August 27 to September 13

When asked what type of programs and services the library should offer, customers identified the following types:

Programs:

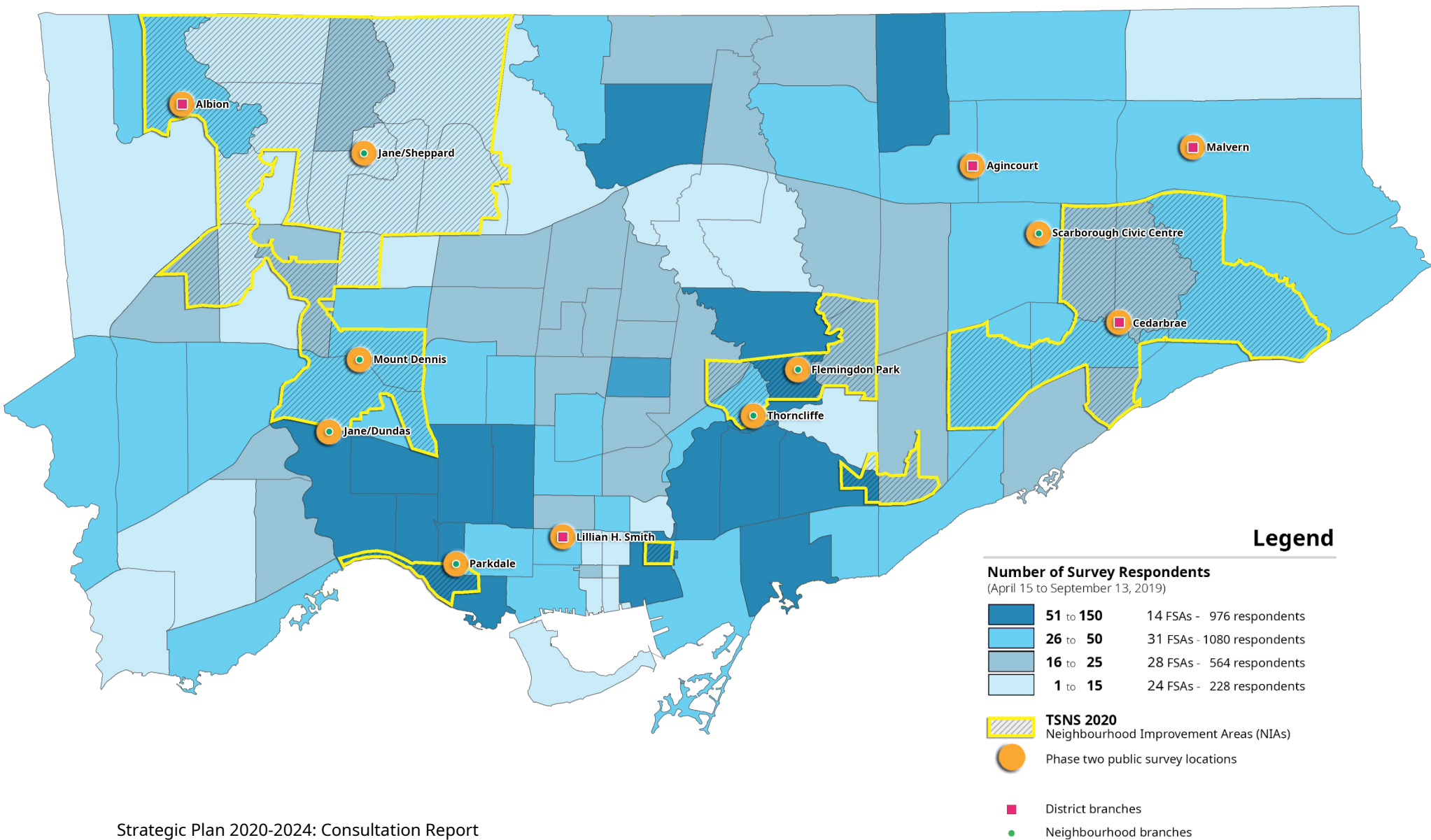
1. Computer training
2. Hobbies, crafts, and games
3. Arts, culture and entertaining
4. Book clubs and writing programs

Services:

1. Wi-Fi hotspots to take home
2. Accessible drop-in tutoring and homework help
3. Take-home laptop/tablet lending

¹Draft focus areas identified as part of phase one consultation: affordability and cost of living, vulnerable populations and growing inequity, library as public space, changing demographics, rapid growth and disruptive technology, responsive programming and partnerships

Figure 3. Number of survey respondents by geographic area (Phase One & Phase Two)



When asked what the library can do to better support their technology use, customers identified:

1. Current and up-to-date hardware, faster Internet and Wi-Fi, and increased software choices on the public computers
2. Continue to offer relevant computer training classes

Customers also expressed satisfaction with the current range of technology services and supports.

"I use Wi-Fi to access school & work related sites, the library can support this through providing faster internet."

Phase two public survey, August 27 to September 13

When asked the reason for visiting the Library, customers identified:

1. Access, borrow or return items from the Library's collection
2. Use the library space (e.g. to study, do homework, read a book, work, research, quiet and peaceful place)
3. Use technology (e.g. computers, printers, scanners, Internet or Wi-Fi)

Focus Groups (August 22 to September 10)

Branch-led focus groups for phase two consultation took place at six locations (Yorkwoods, Toronto Reference Library, Centennial, Thorncliffe, Agincourt and North York Central Library), with a total of 66 participants. The target audience for the focus groups were vulnerable populations, including youth, seniors and newcomers.

Youth identified the Library can provide more educational workshops, e.g. environment, digital literacy and recreational programs, including physical activities that promote health and wellness. Youth also expressed interest in having more volunteer opportunities and a designated space for youth to study and to use for entertainment such as gaming.

Seniors identified that the Library can provide digital literacy training for seniors to learn how to access online services, from TTC Wheel-Trans to buying groceries online. Seniors also suggested that the Library could improve their promotion of library services to seniors, including online and print promotions in seniors' buildings and in the community.

Newcomers identified technology services as one of the areas that the Library should continue to provide more services, including free Internet and Wi-Fi access, technology-related programs, digital literacy training and access to up-to-date software and

hardware. Newcomers also mentioned the Library should increase its multilingual collections and expressed their appreciation for the Library Settlement Partnership program.

Community Partners

Consultation with community partners began on April 15 and ran through to September 13. Consultation formats included questionnaires and branch-led focus groups. Consultation toolkits were also made available for staff.

Community Partners Survey and Focus Groups (April 15 to September 13)

A survey was sent to existing community partners to identify community partners' goals or priorities in the next five years and how the Library can work with community partners to achieve a positive impact in the community. Overall, 27 community partners responded to the survey and four community partners participated in a focus group.

When asked what the partners' organization's goals or priorities in the next five years were, partners identified the following overarching themes:

1. **Increase awareness** of programs and services offered
2. **Expand reach and access** to community services
3. **Strengthen partnerships and service planning**
4. Provide **support and services to vulnerable populations**

When asked how the Library can work with their organization to achieve positive impact in the community, partners identified the following overarching themes:

1. **Strengthen partnerships** (e.g. program and service integration with shared outcomes and impact)
2. Provide access to **programming and community space**
3. **Two-way promotion** of TPL and community partners' programs and services

"TPL can provide support in the way of free spaces, community networking and promotion. TPL has such wonderful facilities and prominence in the realm of Toronto's community life"

Community partners survey, April 15 to September 13

Stakeholders

As part of the stakeholder consultation, the Library held two roundtables to further refine two topic areas that came through prominently in phase one consultation: Technology and Equity & Inclusion.

Technology Roundtable (June 10)

On June 10, 2019, 28 leaders in technology, innovation and digital disruption, as well as political leaders from across the province and the city, came together to discuss the Library's role in building and supporting a robust technology sector in Toronto. Keynote speaker Duncan Stewart, Director of Research TMT, Deloitte Canada, set some context for the conversation by sharing his insights on what's next on the digital landscape and upcoming trends in media and telecommunications that will affect the library sector.

The roundtable discussions that followed explored how the Library can continue to build on its mission of expanding inclusion and access in the digital age, and how the Library can work with partners to have the greatest impact on our city, its communities and residents.

When asked what are the top technology and digital trends facing Torontonians, leaders said:

1. Digital literacy opportunities and access to core and emerging technologies for all
2. Understanding of foundational technologies e.g. computer literacy
3. Affordability of technology and Internet

When asked about where the Library can add value in the technology sector, leaders said:

1. Provide digital literacy opportunities for all ages to support school, work and daily life
2. Provide programming around technology for all ages
3. Develop new partnerships to support access and service delivery
4. Provide access to technology including core and emerging technologies
5. Provide instruction and create awareness about digital privacy

When asked how the Library can build and strengthen new and existing partnerships in the technology sector, leaders said:

1. Achieve a shared vision with new partners
2. Establish partnerships to deliver and teach digital literacy
3. Reimagine current business model including new ways to establish partnerships, funding and service delivery
4. Leverage the Library's physical space to enhance service delivery and partnerships

5. Consider partnerships with the education sector and organizations (e.g. universities, school boards, MARs etc.) to enhance service delivery of technology

Equity & Inclusion Roundtable (September 19)

On September 19, 2019, 93 leaders in the field of Equity & Inclusion, social service providers, as well as people with lived experience from equity-seeking groups and vulnerable populations across Toronto, came together to discuss the Library's role in addressing the growing inequity in our city.

Below is a synopsis of actions suggested by attendees on how the Library can address inequity in the city.

Demographics, Data & Evaluation

- Make a shift to capture social impact key performance indicators.
- Prioritize measuring the impacts of programs on equity-seeking groups.
- Explore collecting disaggregated demographic data to better understand TPL's customer base and tailor services based on their needs.
- Make accessibility data relating to our branches available for public use via the Library's Open Data portal.

Partnerships & Community Development

- Use a collective impact approach to drive change. Collective impact is an evidence-based, cross-sector approach used to address complex and dynamic issues, like poverty and racism.
- Provide training and resources on community development strategies and techniques to underpin library staff's interactions with equity-seeking groups and vulnerable populations.
- Host itinerate social services in library branches; the Library is a public space to share ideas and which human service integration can occur.
- Consider regular community consultation with equity-seeking groups and vulnerable populations and incorporate best practices, such as providing honoraria to those with lived experience.

Workforce & Skills Development

- Provide soft-skills training alongside digital literacy and technology related programming, i.e. conflict management and mediation skills; interviewing and communication skills, etc. Consider mentorship and inter-generational programs as avenues to explore for this kind of training and networking opportunities.
- Expand volunteer opportunities to include skills-based positions that can help add to a candidate's resume and/or build a sense of self-worth and meaning for

members of vulnerable populations. Consider a volunteer component to reintegration programs for recently released populations.

- Consider trends and forecasts of the City's job market
- Promote the Library as a diversity employer and reflect upon the diversity of TPL's own leadership.

Library Spaces

- Enact Accessibility for Ontarians with Disabilities Act (AODA) to ensure accessible spaces for those with disabilities, and make information related to the accessibility of each branch more widely available.
- Leverage the Library's extensive branch network to work towards systemic change; take up the mantle of being the most embedded institution of all city divisions.
- Be led by the vision that good design and architecture can help to elevate a community. Consider design solutions to some of the common day-to-day challenges experienced in branches.
- Continue to make library space available for residents and community groups to use.

Consultation with stakeholders has been ongoing throughout the strategic plan development process, including feedback on the priority areas and outcomes from Toronto Public Library Foundation, Friends of the Library, Toronto Public Library Innovation Council, Toronto Public Library Workers Union Local 4948, Toronto Public Library Indigenous Advisory Council and Toronto Public Library Board Strategic Planning Steering Committee. Input from these stakeholders has been integral to informing the context and scope of the priorities and outcomes. A total of 34 participants have been part of this process.

Conclusion

Consultation with staff, public, partners and stakeholders validated and refined the scope and direction of the new strategic plan. The overall results from the consultation aligns with the environmental scan and informs and contributes to the strategic priorities, outcomes and actions/activities.

Residents, partners and stakeholders have identified public space, technology services and digital literacy training, and workforce and skills development as key areas for the Library to continue to build awareness, access, and use over the next five years.

Customers and community partners highly value library staff and have expressed the vital role that library staff play in delivering excellent customer service and building and strengthening partnerships. Advancing equity and inclusion was a prominent theme throughout the consultation.

The strategic plan is a living document and is reviewed each year to assess progress against the identified outcomes. Consultation with staff, public, partners and stakeholders will be ongoing to ensure the Library continues to meet the diverse and changing needs of residents and communities.



Strategic Plan 2020-2024: Priorities and Outcomes

Our new strategic plan focuses on five priorities that were identified through extensive research and consultation with residents, stakeholders, partners and staff. These priorities reflect the areas you told us were most important to help you and your community thrive today and in the future. By advancing these priorities, we will enable our city and its communities to be more resilient, successful and well.


A. Creating inspiring, inclusive and sustainable public spaces	Outcomes
<p>The need: With increasing urban density, there is a growing need in our city for access to free, comfortable, accessible and sustainable public space to work, collaborate and connect, and to build and celebrate community.</p> <p>The challenge: Without access to accessible public spaces, residents may experience a feeling of social isolation and lack of community connection, and feel less empowered to engage in community conversations and decision making.</p> <p>The opportunity: Libraries are a place where all people can come to read, relax, reflect and learn - alone and with others - at times that are convenient for them. Libraries are welcoming neighbourhood hubs that connect residents and communities to each other and to resources for learning, culture, health, play, leisure, entertainment and work. Libraries strive to provide spaces for residents and communities to engage in and understand local, city, national and global issues from a variety of different perspectives. The Library contributes to Toronto's sustainable climate-resilient infrastructure.</p> <p>What we will do in the next 5 years: The Library will create and redevelop our spaces to be accessible, inclusive, beautiful, sustainable and reflective of the diverse and changing needs of residents and communities. Customers will feel an increased sense of belonging and community connection and have increased opportunities to participate in community conversations and decisions.</p>	<p>Short term:</p> <ul style="list-style-type: none"> Torontonians gain awareness of, have access to, and use the variety of free, affordable, accessible spaces for personal, educational and professional needs at a time that is convenient for them <p>Medium term:</p> <ul style="list-style-type: none"> Customers experience welcoming, inclusive, beautiful and accessible spaces TPL is a vital social infrastructure within the city and is highly valued as a community connector and civic commons <p>Long term:</p> <ul style="list-style-type: none"> Torontonians access public library spaces that connect people and communities to build resilience, success and well-being

B. Expanding access to technology and digital literacy training	Outcomes
<p>The need: Torontonians' social and economic participation is increasingly dependent on their ability to navigate the digital world and interact with digital information and networks.</p> <p>The challenge: The high cost of technology and Internet contribute to barriers of access. Without access to technology and the skills required to use it, individuals are at risk of exclusion from resources, activities and experiences critical to their well-being and success.</p> <p>The opportunity: Public libraries continue to be well-positioned to take a leading role in addressing digital inclusion and digital literacy in their communities and bridging the digital divide. The Library provides equitable access to connectivity, current and new technologies, and training and support for people to fully participate in society and the economy. The Library provides spaces where people can engage in self-directed structured learning and/or learn from each other, library staff or community partners to increase digital comfort and skills.</p> <p>What we will do in the next 5 years: The Library will continue to lead and build digital literacy across the city, ensuring all residents have access to technology and the skills to use it.</p>	<p>Short term:</p> <ul style="list-style-type: none"> Torontonians gain awareness of, have convenient access to, and use the technology services and digital literacy training available at the Library <p>Medium term:</p> <ul style="list-style-type: none"> Customers have digital literacy skills that meet their individual needs and enable them to fully participate in and navigate the digital world TPL is a leading institution in advancing digital inclusion and digital literacy, and bridging the digital divide through equitable access to technology services and digital literacy training <p>Long term:</p> <ul style="list-style-type: none"> Torontonians have convenient access to technology services and the digital literacy training they want and need, as well as the comfort and confidence to use it to access and drive economic, educational, social, health and civic opportunities to achieve prosperity, advancement and overall well-being

C. Empowering Torontonians to succeed in the changing workforce and economy	Outcomes
<p>The need: Torontonians require the skills and supports to evolve and succeed in the changing economy and workforce. The gig economy, new technology and more online services are driving continuous and rapid disruption and reshaping the future of work.</p> <p>The challenge: Without local, flexible learning and networking opportunities, residents may not have the skills or supports they need to navigate education, work and life transitions.</p> <p>The opportunity: Libraries continue to support Toronto’s workforce development and job skilling sector by providing relevant services that support people of all ages through education, work and life transitions. Libraries offer services and networking opportunities to support financial empowerment, as well as business and career development.</p> <p>What we will do in the next 5 years: The Library will offer increased access to local learning and skills development, as well as networking and business development opportunities in ways that are convenient and accessible to people at their point of need.</p>	<p>Short term:</p> <ul style="list-style-type: none"> • Torontonians gain awareness of, have access to, and use workforce and skills development services at the Library <p>Medium term:</p> <ul style="list-style-type: none"> • Customers have the training, skills, networking and mentoring opportunities to support personal and professional goals • TPL is a leading partner in Toronto’s workforce development and job skilling sector, providing equitable and affordable access to workforce and skills development resources <p>Long term:</p> <ul style="list-style-type: none"> • Torontonians have convenient access to workforce and life skills services to achieve personal, educational and professional goals, and contribute to Toronto’s workforce, economy and overall prosperity

D. Investing in staff to deliver exceptional customer experiences in a complex and changing environment	Outcomes
<p>The need: As Toronto grows there are new demands for library services that are personalized, relevant, and efficient. Libraries rely on staff with skills and resources to respond to the changing socioeconomic conditions in our city and the evolving expectations and needs of our customers.</p> <p>The challenge: Without addressing the changing skills and competencies required by staff and librarians, library staff will not have the relevant skills and tools to deliver efficient, effective, future-focused services to customers.</p> <p>The opportunity: TPL recognizes the essential role of all staff in delivering excellent customer service to a diverse population. TPL continues to offer training, mentorship, networking, experiential learning opportunities, supports and resources so staff can deliver responsive, exceptional customer service.</p> <p>What we will do in the next 5 years: TPL will foster a high-performing work culture through learning and innovation that empowers and equips all staff to deliver excellent customer service, and develops current and future leaders at all levels in the Library.</p>	<p>Short term:</p> <ul style="list-style-type: none"> • All staff gain awareness of TPL's customer-centric service culture to support and deliver consistently exceptional customer service • All staff are equipped to use the training, tools, supports and resources to transform customers' experience <p>Medium term:</p> <ul style="list-style-type: none"> • Customers experience exceptional customer service from all library staff • TPL has a collaborative, innovative and high-performing service culture that empowers staff and customers to achieve their full potential <p>Long term:</p> <ul style="list-style-type: none"> • Torontonians experience exceptional customer service that is responsive to diverse and changing community needs through accessible and convenient service channels

E. Facilitating and defending democratic values	Outcomes
<p>The need: In the fast-changing world, we are seeing more challenges to democratic freedoms and values, including increasing frequency and complexity of issues related to intellectual freedom and freedom of expression. Equitable access to information is foundational to information literacy, civic engagement and participation in democratic decision-making.</p> <p>The challenge: There is an overwhelming amount of information in the digital age that can be complicated by bias in online search engines and misinformation. In the broader society, there are differing and changing viewpoints on intellectual freedom, including right of access to public information and freedom of expression. Public libraries are increasingly restricted in their ability to provide access to a full range of information in all formats. They are also challenged on their responsibility to provide access to constitutionally protected points of view.</p> <p>The opportunity: Public libraries are founded on a commitment to supporting intellectual freedom and freedom of expression and advancing social justice principles of equity and inclusion. Libraries continue to champion the core values that underpin a democratic society - intellectual freedom, and freedom of expression - by providing free, open and equitable access to a diversity of information and ideas, and encouraging civic engagement. Libraries help people develop their ability to find, evaluate and use information so they are able to fully participate in a democratic society.</p> <p>What we will do in the next 5 years: TPL will lead in preserving and protecting intellectual freedom and freedom of expression, and champion our public library as a facilitator and defender of democratic values. TPL will advocate for protecting and preserving freedom of expression and intellectual freedom, including access to public information in all its forms to help people make informed decisions and improve the quality of life for residents and the city as a whole.</p>	<p>Short term:</p> <ul style="list-style-type: none"> Torontonians gain awareness of TPL's role in preserving and protecting intellectual freedom and freedom of expression, and fostering civic engagement <p>Medium term:</p> <ul style="list-style-type: none"> Customers participate in civic discussions on local, city, national and global issues in an environment that promotes inclusion and respect, and in which they can challenge and learn from different perspectives in positive ways TPL is a vital democratic institution recognized for its advocacy for preserving and protecting intellectual freedom - including access to public information in all its forms - freedom of expression and fostering civic engagement <p>Long term:</p> <ul style="list-style-type: none"> Torontonians have access to information in all its forms and are empowered to participate in community decision-making, and contribute to a free and just democratic society in which everyone has the opportunity to participate and be heard



Strategic Plan 2020-2024 Resilience, Success and Well-being for our City and its Communities Strategic Planning Steering Committee

October 30, 2019

Agenda

1. Where we are in the process
2. Summary of strategic plan consultation
3. Refined strategic priority areas and outcomes
4. Next steps



**Where we are in
the process**

Upcoming timeline

Seek approval by Library Board on proposed draft priority areas

September 23

Seek approval from Strategic Planning Steering Committee to recommend to Library Board to approve content of final strategic plan

*October 30
(Steering Committee Meeting)*

we are here



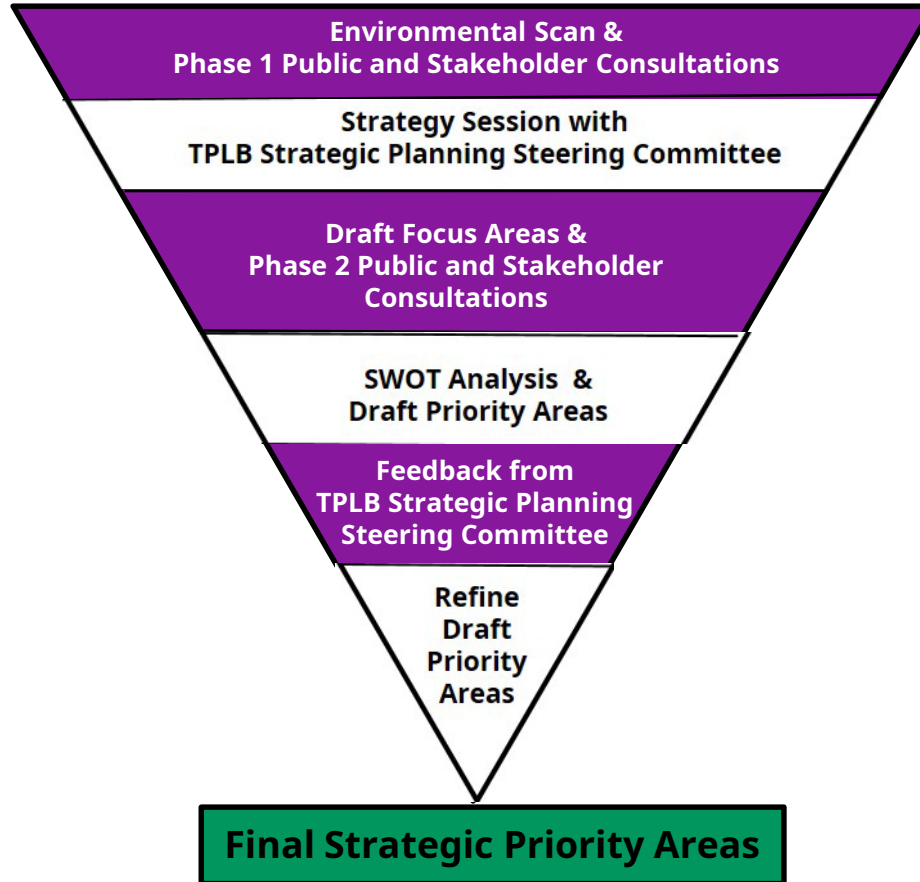
Seek approval by Library Board on content of final strategic plan

November 25

Questions answered through the Strategic Planning Process

1. How will the strategic plan have a robust and inclusive consultation strategy to empower the participation of residents and communities? *April*
2. What should the research process focus on? *April*
3. What is the current socio-economic state facing Torontonians? *May*
4. Where can the library add value? *May*
5. What are our strategic priorities that will bring this value to Torontonians? *September*
6. How will we demonstrate our value and impact? *November*
7. What actions should we prioritize from 2020 and beyond? *November*

Strategic priorities development process





Summary of strategic plan consultation

Consultation approach

Phase 1: April / May

- Build on feedback from recent consultations
- Seek input from public and stakeholders to inform draft focus areas

Phase 2: Summer / Fall 2019

- Validate and seek input from the public and stakeholders on draft focus areas
- Identify actions where the library can play an impactful role across all focus areas

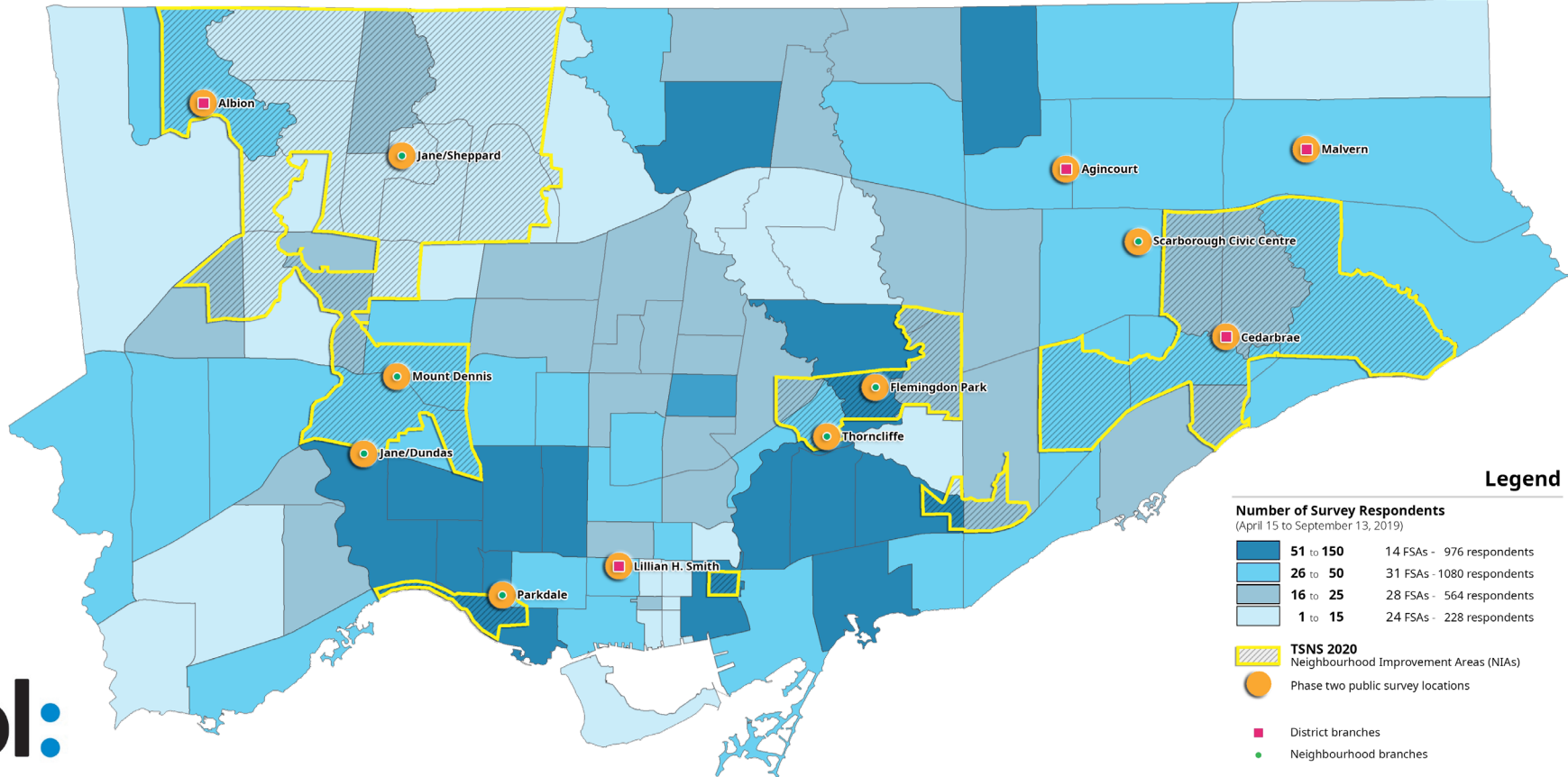
Summary of strategic plan 2020-2024 consultation

Overall, **4,127** staff, public, community partners and stakeholders have participated in the process.

Respondent	Questionnaires	Free-format responses	Total
Library staff		506	506
Members of the public	3165	270	3435
Community partners	27*	4*	31*
Stakeholders (e.g. Technology Roundtable, Equity & Inclusion Roundtable, TPLF, Local 4948, TPLB SPSC)		155	155
Total	3192	935	4127

*Number of organizations consulted

Geographic distribution of public survey respondents by Forward Sortation Area (FSA)



Phase two consultation timeline

Technology Roundtable

✓ *June 10*

Toronto Public Library Foundation

✓ *July 16*

Targeted public and stakeholder consultations

✓ *Summer / Fall*

Equity and Inclusion Roundtable

✓ *September 19*

Toronto Public Library Workers Union Local 4948

✓ *September 19*

Public survey of Toronto residents by a third party

In progress

Staff survey on strategic plan implementation

TBD

Engagement with City Council and public servants

TBD

Summary of phase two consultation

- **Residents, partners and stakeholders validated key areas of focus:** public space, technology services and digital literacy training, and workforce and skills development
- **Customers and community partners highly value library staff**
- **Advancing equity and inclusion continue to be a prominent theme** throughout the consultation



Refined strategic priority areas and outcomes



Refined strategic priority areas and outcomes

- Refined language describing priority areas
- Developed short-term, medium-term, and long-term outcome statements

Focus Areas

1. Affordability & cost of living
2. Vulnerable populations & growing inequity
3. Library as public space
4. Changing demographics
5. Rapid growth and disruptive technology
6. Responsive programming
7. Partnerships

Inputs: Environmental Scan, Phase one consultation

Draft Priority Areas

1. Library as public space
2. Digital inclusion and digital literacy
3. Workforce and skills development
4. Staff: Key to our success
5. Public libraries as facilitators and defenders of democratic values

Inputs: SWOT Analysis, TPLB Strategic Planning Steering Committee, Phase two consultation

Final Strategic Priority Areas

- A. Creating inspiring, inclusive and sustainable **public spaces**
- B. Expanding access to **technology and digital literacy training**
- C. Empowering Torontonians to succeed in the changing **workforce and economy**
- D. **Investing in staff** to deliver exceptional customer experiences in a complex and changing environment
- E. Facilitating and defending **democratic values**

Outcome statements

Short-term: Changes in **knowledge or attitudes** by participants, measured over weeks or months

Medium-term: Changes in **behavior** by participants, over several of months or years

Long-term: Changes in **people, communities and the Library** through **systemic change**, measured over several of years

Priority A

Creating inspiring, inclusive and sustainable public spaces

The Library will create and animate spaces to be accessible, inclusive, beautiful, sustainable and responsive to the diverse and changing needs of residents and communities.

Short-term:

- Torontonians gain awareness of, have convenient access to, and use free, affordable and accessible spaces for personal, educational and professional needs

Medium-term:

- Customers experience the Library as accessible, welcoming, inclusive, and beautiful space
- TPL buildings are climate-resilient and are highly valued as vital social infrastructure, as community connector and as civic commons

Long-term:

- Torontonians are connected, resilient and successful through public library space and community

Priority B

Expanding access to technology and digital literacy training

The Library will continue to lead and build digital literacy across the city, ensuring all residents have access to technology and the skills to use it.

Short-term:

- Torontonians gain awareness of, have convenient access to, and use the technology services and digital literacy training offered through the Library

Medium-term:

- Customers have digital literacy skills that meet their individual needs and fully participate in and navigate the digital world
- TPL is a leader in advancing digital inclusion and digital literacy, and bridging the digital divide through equitable access to technology services and digital literacy training

Long-term:

- Torontonians achieve prosperity and well-being through digital literacy skills enabling ongoing participation in the evolving digital world

Priority C

Empowering Torontonians to succeed in the changing workforce and economy

The Library will offer increased access to local learning and skills development, as well as networking and business development opportunities in ways that are convenient and accessible to people at their point of need.

Short-term:

- Torontonians gain awareness of, have access to, and use workforce and skills development services at the Library

Medium-term:

- Customers have the training, skills, networking and mentoring opportunities to support personal and professional goals
- TPL is a leading partner in Toronto's workforce development and job skilling sector, providing equitable and affordable access to workforce and skills development services

Long-term:

- Torontonians have a better quality of life and standard of living through the skills development and networking opportunities at the Library

Priority D

Investing in staff to deliver exceptional customer experiences in a complex and changing environment

TPL will continue to foster a collaborative, innovative service culture through learning and innovation, supports and resources that empowers and equips all staff to deliver excellent customer service in a complex and changing service environment.

Short-term:

- All staff gain awareness of, have access to, and are equipped to use the training, tools, supports and resources to transform customers' experiences

Medium-term:

- Customers experience exceptional service connecting them to leisure, culture and learning opportunities
- TPL has a collaborative, innovative and high-performing service culture that empowers staff and customers to achieve their full potential

Long-term:

- Torontonians have opportunities to adapt and thrive in a complex urban environment through exceptional customer service

Priority E

Facilitating and defending democratic values

Torontonians have access to information in all its forms and are empowered to participate in community decision-making, and contribute to a free and just democratic society in which everyone has the opportunity to participate, be heard and reach their full potential.

Short-term:

- Torontonians gain awareness of and have access to a full range of information and ideas in all its forms

Medium-term:

- Customers participate in civic discussions on local, city, national and global issues in an environment that promotes inclusion and respect to challenge and learn from different perspectives in positive ways
- TPL is a vital democratic institution recognized for its advocacy for intellectual freedom, freedom of expression and providing space for civic engagement, discussion and debate

Long-term:

- Torontonians are informed, engaged and participate in community decision-making contributing to a free and just democratic society

Strategy overview

A. Creating inspiring, inclusive and sustainable public spaces

Long-term outcome: Torontonians are connected, resilient and successful through public library space and community

B. Expanding access to technology and digital literacy training

Long-term outcome: Torontonians achieve prosperity and well-being through digital literacy skills enabling ongoing participation in the evolving digital world

C. Empowering Torontonians to succeed in the changing workforce and economy

Long-term outcome: Torontonians have a better quality of life and standard of living through the skills development and networking opportunities at the Library

D. Investing in staff to deliver exceptional customer experiences in a complex and changing environment

Long-term outcome: Torontonians have opportunities to adapt and thrive in a complex urban environment through exceptional customer service

E. Facilitating and defending democratic values

Long-term outcome: Torontonians are informed, engaged and participate in community decision-making contributing to a free and just democratic society

Strategic Plan Overall Outcomes

Resilience

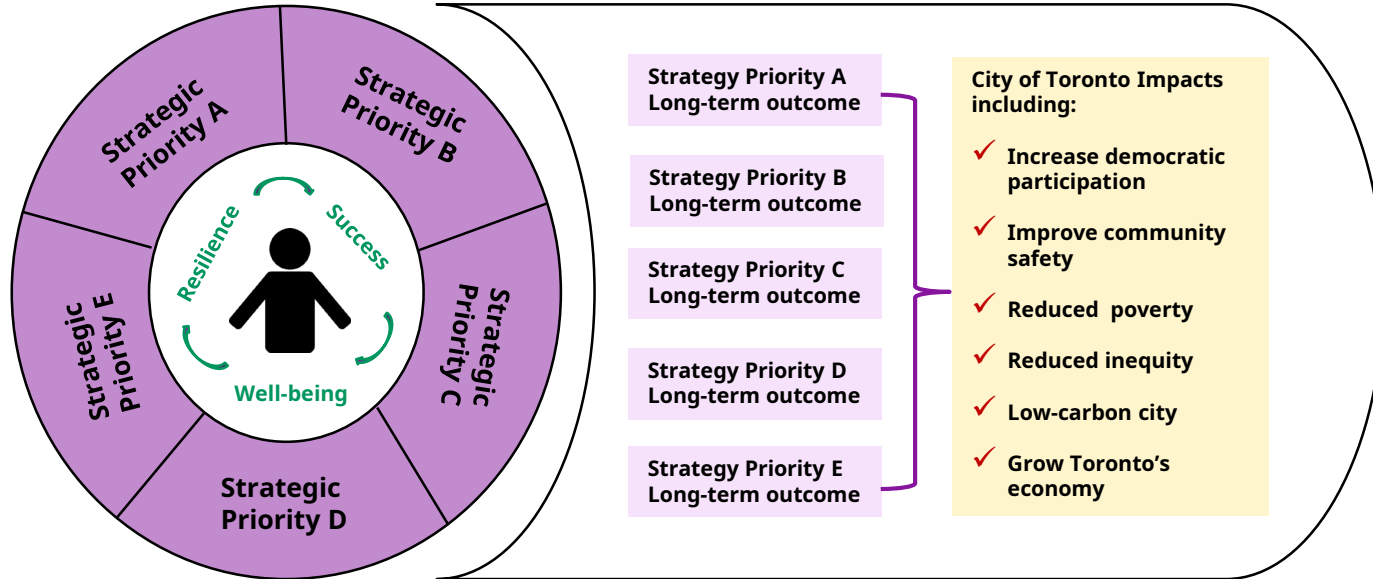
Success

Well-being

Toronto Public Library's Strategy Statement 2020-2024

TPL will provide an innovative, efficient library system to **better inform, engage and connect** Toronto and its residents, creating **more resilience, success and well-being** for our city and its communities.

Torontonian-centred approach



This approach places Torontonians at the centre of all service planning. TPL will build our policies, programs and services based on their unique needs.

How we will do this

Equity lens:

1. Advancing equitable outcomes for all
2. Addressing the Truth and Reconciliation calls to action

Three enablers:

1. Enhanced accountability framework with shared outcomes
2. New and strengthened partnerships
3. Modernization of public service



questions & comments

The way forward

- 1. How we are going to implement**
(work plan and engagement strategy)
- 2. How we are going to measure and evaluate our progress**
(key performance indicators and accountability framework)
- 3. How we will monitor and adjust to achieve the outcomes**
(balance scorecard and regular reporting)



Next steps



Implementation next steps

Seek approval by Library Board on content of final strategic plan

November 25

Library staff to create:

March 2020

- a comprehensive version of the plan;
- develop an engagement strategy to inform staff, residents, stakeholders, partners and funders;
- develop a communication toolkit for staff;
- incorporate the plan into the operation and budget submissions and fundraising priorities; and
- prioritize strategic activities in business planning



Questions?

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