TORONTO PUBLIC LIBRARY

**STAFF REPORT
ACTION REQUIRED**

7.

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
Target Audience: • Library Staff • Residents • Community Partners • City of Toronto Council & Partners • Federal and Provincial Stakeholders • Toronto Public Library Workers Union Local 4948	Target Audience: • 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**:
  o A public survey of Toronto residents focusing on their needs and priorities for Library service for the next five years;
  o Consultations at library and community events to engage residents;
  o Branch-led focus groups in neighbourhoods across the city;
  o Online and social media engagement;
  o 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;
  o Focus groups for targeted audiences (e.g., seniors, youth, Indigenous, people with disabilities, newcomers).

- For **Community Partners/ Industry Leaders**:
  o A consultation toolkit for use at library and community events to engage community partners;
  o 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:**
  o Ongoing engagement with City of Toronto and Partners;
  o Announcement of opportunities for resident engagement online;
  o Consultation with City on City strategies including participating in City meetings and working groups;
  o Engagement session with City of Toronto Council & partners at City Hall.

- For **Federal and Provincial Stakeholders:**
  o Announcement of opportunities for resident engagement online, in library branches and at public meetings;
  o 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:**
  o Focus groups throughout the process.

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

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

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

## Strategic Planning Steering Committee
April 10, 2019

Agenda

1. **Strategic Planning Process**

2. **2016 – 2019 Strategic Plan Highlights**

3. **Preliminary Environmental Scan**
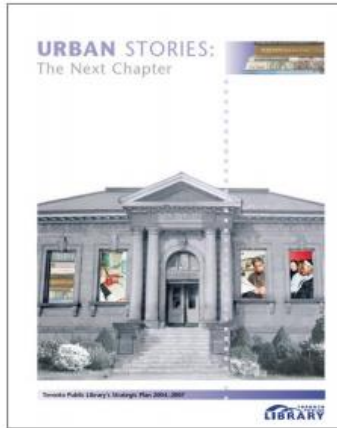
4. **Consultation Plan**

5. **Next Steps**

Strategic Planning Process

TPL Strategic Planning Process
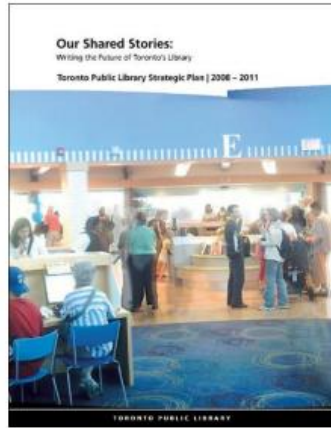
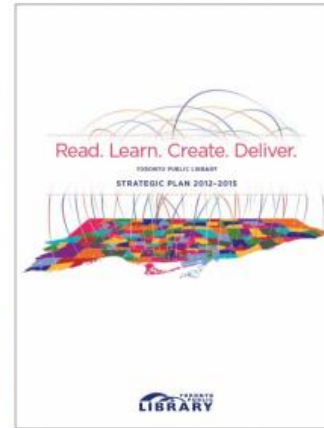Through the strategic planning process, we drive responsiveness, innovation and best practices in library service.
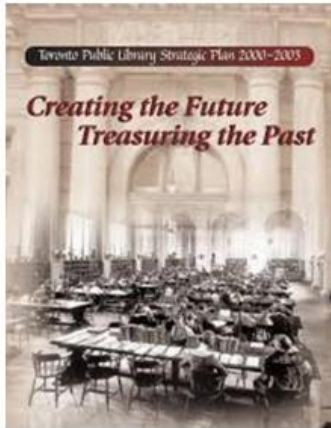
2000 - 2003   **2004 - 2007**   **2008 - 2011**   **2012 - 2015**   **2016 - 2019**

TPL Strategic Planning Principles

1. Grounded in Toronto Public Library's mission, values and brand

2. Responsive to city and community trends

3. Integrated with the community

4. Created through consultation

5. Is outcome-focused, actionable and drives continuous improvement

Grounded in TPL's vision, mission, values and brand

Vision

Toronto Public Library will 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.

Mission

Toronto Public Library provides free and equitable access to services which meet the changing needs of Torontonians. The Library preserves and promotes universal access to a broad range of human knowledge, experience, information and ideas in a welcoming and supportive environment.

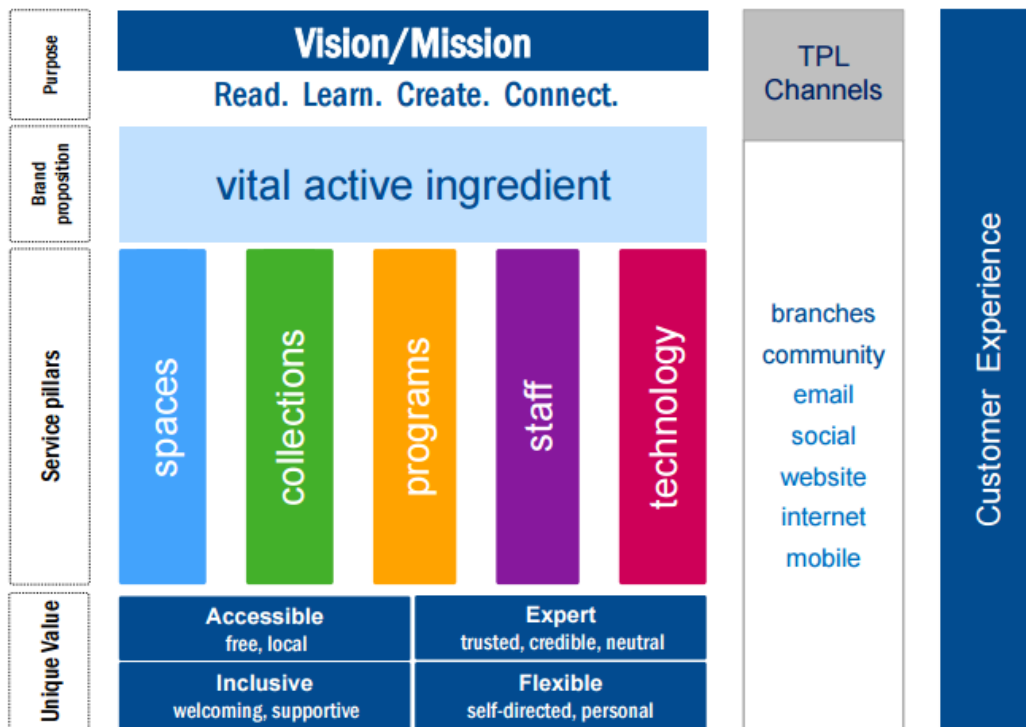# Grounded in TPL's vision, mission, values and brand

Values

1. Equity

2. Diversity

3. Intellectual Freedom

4. Innovation

5. Inclusion

6. Integrity

7. Accountability

8. Service Orientation

Grounded in TPL's vision, mission, values and brand

Our Brand Proposition

Toronto Public Library is the **vital *active ingredient*** that informs and inspires Toronto and its communities, making us all more resilient, more knowledgeable, more connected, and more successful.

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*

2016 – 2019 Strategic Plan Highlights

expanding access. increasing opportunity. building connections.

1 advancing our **digital platforms**

Online Card Renewal

Delivered **100% mobile friendly** "Your Account" pages

Launched **lists feature** and **borrowing** history for customer accounts on tpl.ca/account

2 **breaking down barriers** to access and driving inclusion

More **new seasonal Sunday service**

Open Hours Plan approved by Board in June 2018

Launched **Extended Open Hours pilot**

3 expanding access to **technology and training**

Launched **WiFi Hotspot Lending Program**

Increased the number of **Digital Innovation Hubs**

Introduced **Pop-Up Learning Labs**

4 establishing TPL as toronto's centre for **lifelong and self-directed learning**

Implemented **online courses for technology job skills**

Launched an **eLearning tool for homework support**

More Youth Hubs

5 creating **community connections** through cultural experiences

Launched **Musical Instrument Lending Library**

Launched **Chinese Canadian Archive**

TPL's Indigenous strategies

6 transforming for 21st century **service excellence**

Data-driven decision-making & program development

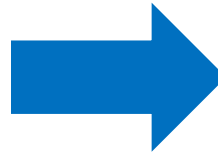**Back office transformations** and upgrades

Tools and frameworks to **measure outcomes & value**

Looking forward

Strategic priority items may be carried forward for the next strategic plan.

2016 - 2019

Toronto Public Library

Strategic Plan
2020-2024
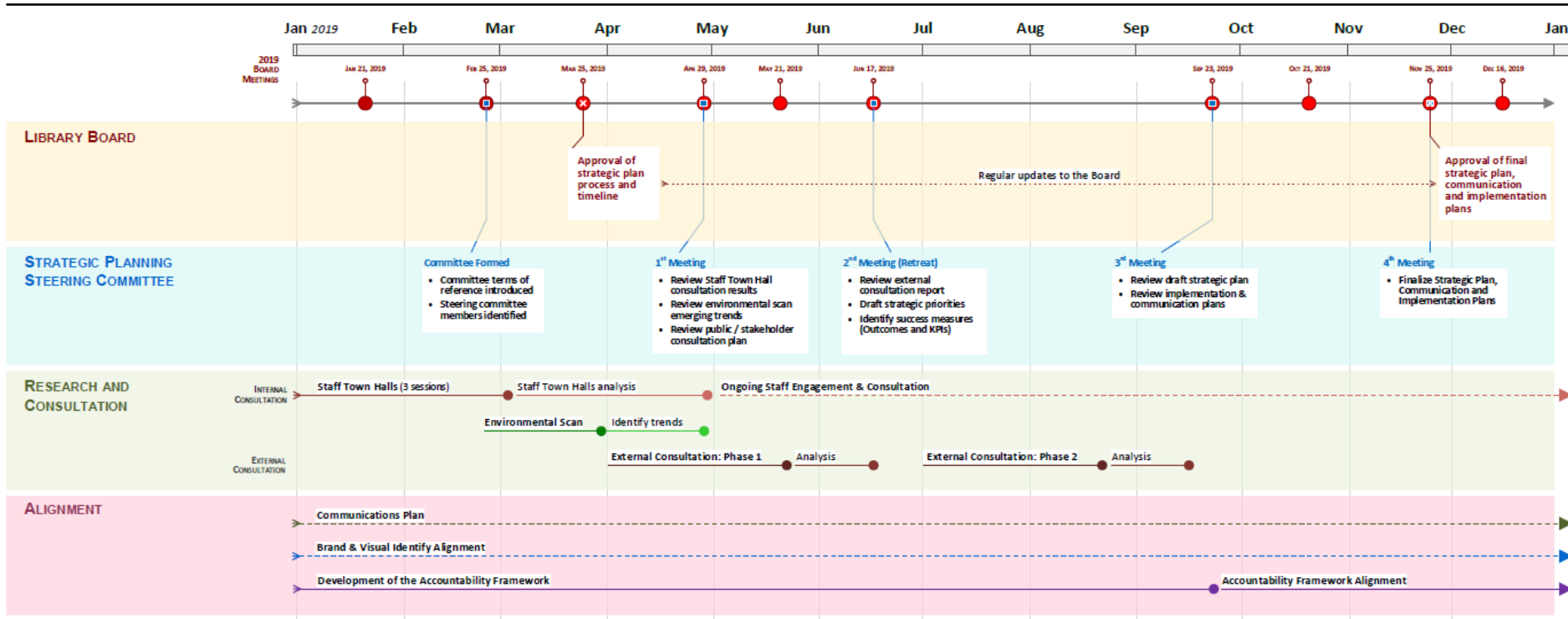
2020 - 2024

2020 – 2024 Strategic Plan

Strategic Planning and Development

2020 – 2024 Strategic Plan Roadmap
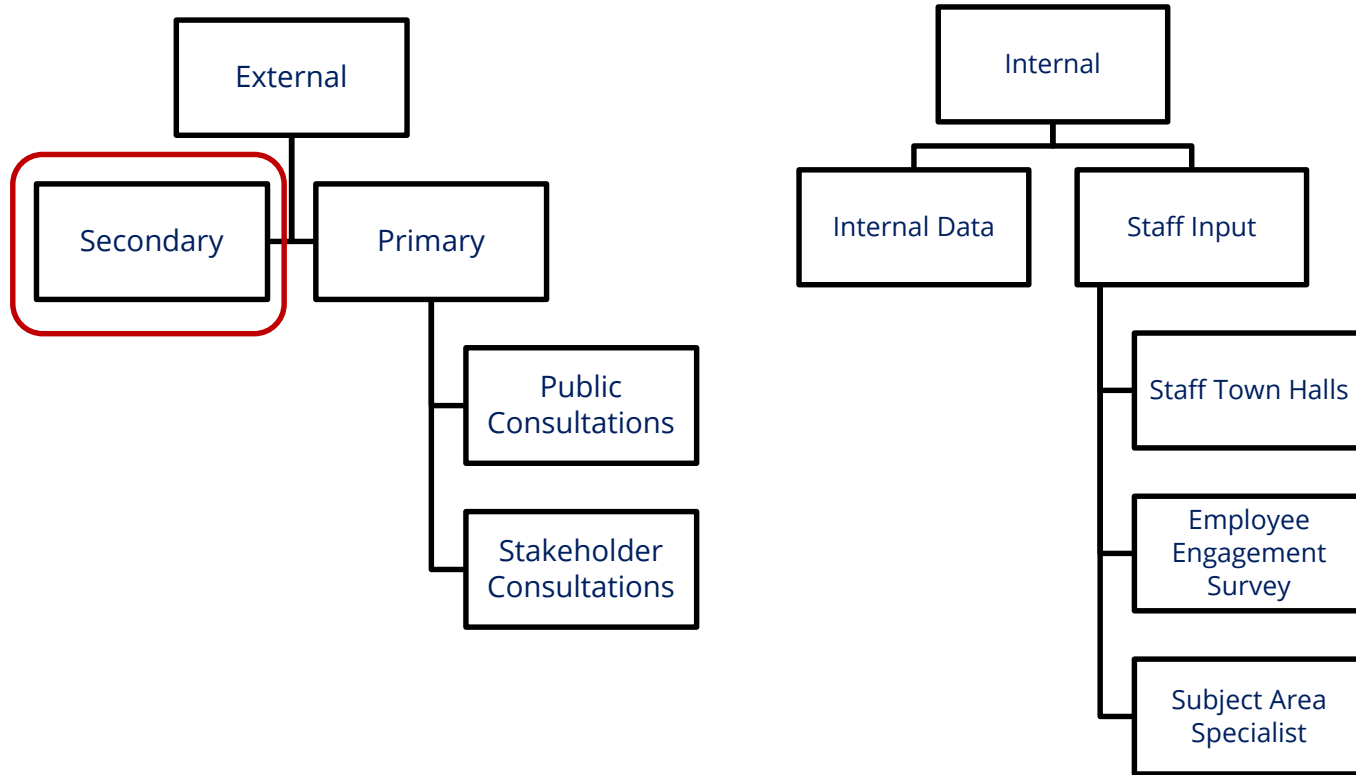
Preliminary Environmental Scan

Environmental Scan Process Overview

TPL's strategic planning process draws on a number of internal and external inputs

External
- Secondary
- Primary
  - Public Consultations
  - Stakeholder Consultations

Internal
- Internal Data
- Staff Input
  - Staff Town Halls
  - Employee Engagement Survey
  - Subject Area Specialist

Why conduct an Environmental Scan?

- Understand the larger environment in which TPL operates

- Provides data for subsequent strategic analyses (e.g. SWOT analysis; scenario planning)

- Informs consultation plan

- Identify initial themes and seek Board input

External scan at a glance

- Work streams organized around PESTLE-type analysis and aligned with the City

- Conducted without specific library lens, not constrained by what we already do

- Main focus is Toronto and Ontario, but also look nationally and globally

- Limit to secondary sources, no direct interviewing or consultation

10
Staff

10
Issue Areas

100+
Sources

Environmental Scan discussion questions

1. What do you see as key research areas and themes should we be addressing?

2. What issues are most important to you?

Priorities were identified across three levels of government

TORONTO

- Economy
- Housing
- Transportation
- Social Development
- Equity & Poverty
- Health & Safety
- Growth Management
- Sustainability

Ontario

- Creating & protecting jobs
- Economy
- Environment & Energy
- Health Care
- Transit & Transportation
- Housing Supply
- Education, Skills & Training
- Social Assistance & Pensions
- Secure Communities & Safer Streets
- Broadband Expansion

Canada

- Economy
- Strong Middle Class
- Jobs & Innovation
- Exports & Investment
- Environment & Climate Change
- Sustainable Infrastructure
- Diverse & Inclusive Canada
- Healthy Canadians
- Indigenous Peoples
- Safety & Security

10 areas were identified for TPL environmental scan

🏛 Politics & Government

💲 Economy & Work

🏠 Housing

📍 Transportation

👥 Social Development*

🎓 Education & Training

➕ Health & Public Safety

🖼 Arts & Culture

🌍 Environment

💻 Technology

*Children & youth, seniors, immigrants and refugees, indigenous, equity, poverty

$ Economy & Work (1/2) [Sample]

Key Trends

- **Uneven growth and increasing inequality.** Economic growth has been uneven across the city resulting in neighbourhood disparities and a concentration of investment, development, and employment downtown
- **Employment growth is not uniformly distributed.** Despite overall job growth, part-time jobs are growing faster than full time, and unemployment is higher among youth and newcomers
- **High and increasing cost of living.** Costs of housing, child care, and education, are barriers for many residents, impacting their ability to successfully move into and through the labour market and sustain employment
- **Diverse and educated workforce**. Toronto's workforce is more educated and composed of more newcomers as compared to the country overall
- **Shifting nature of work.** Rise of the gig economy, rise in artificial intelligence, increase in part-time and temporary work, self employment, re-skilling, and entrepreneurship, and sharing economy ("flexforce")
- **Diverse industries.** Toronto's economy does not depend on a few sectors, rather is highly diversified across industries
- **Businesses relocating outside the City and outside the core.** Driven by increasing real estate costs, limited land availability, and low vacancy rates
- **City of Toronto's four focus areas to inform economic development**. Equity and inclusion, talent and innovation, space and access, and operational excellence

Initiatives

Toronto Collaborating for Competitiveness, Toronto Imagination, Manufacturing, Innovation and Technology (IMIT) Property Tax Incentive, Toronto Poverty Reduction Strategy, Working as One: A Workforce Development Strategy for Toronto, the Toronto Action Plan to Confront Anti-Black Racism, Toronto's Licensed Child Care Growth Strategy, TransformTO Climate Action Strategy and Toronto Strong Neighbourhoods Strategy 2020

Data

- **Toronto's Gross Domestic Product (GDP) growth is outpacing the national average.** GDP has grown by an average of 2.4 % annually since 2009 compared to a national rate of 1.8%. In 2017, the Toronto region's GDP grew by 3.3% and is forecasted to grow 2.2% in 2019
- **Employment at businesses in Toronto grew by 16%** between 2008 and 2017 from 1.31 million to 1.52 million, twice the national growth rate over the same period
- **Toronto has the highest self-employment rate in 30 years at 17%,** and part time jobs are growing at twice the rate of full-time (19% v. 11%)
- Firms in Southwest Ontario and the GTA are more likely to express confidence in the economy than the rest of the province
- United Way **estimates inequality between Toronto's neighbourhoods increased by 96% from 1980-2010**
- High level of industry diversification – **no single industry represents more than 12% of the city's labour force**
- **Unemployment rate for city residents (8.2%) is slightly higher than for all Canadians**. From 2008-2016, the number of employed city of Toronto residents increased by 7.5%, and the rest of Toronto CMA by 16.3%
- **City of Toronto residents have higher levels of education than other Canadians**. 69.3% of Toronto residents age 25-64 have some post-secondary certificate, diploma or degree, compared to 65.1% across Ontario and 64.8% across Canada
- In 2016, **the majority of the labour force, 75%, had a post-secondary degree or credential** and only 7% of the labour force had less than a high school degree
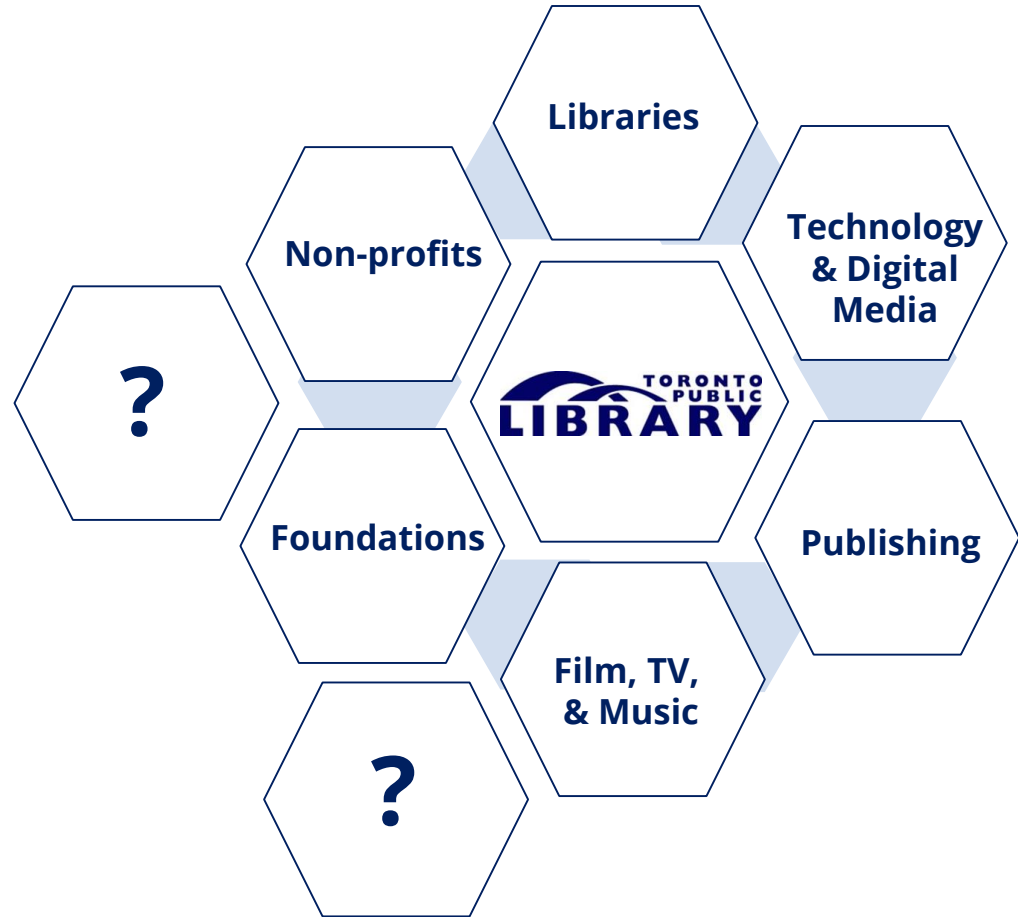
Sources*

City of Toronto • Conference Board • Fraser Institute • Ontario Chamber of Commerce • PwC Living Cities
Statistics Canada • Toronto Workforce Innovation Group • United Way

* Not exhaustive

Cross cutting themes will be identified [Sample]

	↑ Inequity	↑ Costs	Link to health	Lack of public space	Partnerships
Economy & Work	✓	✓		✓	
Housing	✓	✓	✓		✓
Transportation	✓	✓			
Social Development	✓		✓	✓	✓
Education & Training	✓				
Health & Public Safety	✓	✓	✓		
Arts & Culture	✓			✓	✓
Environment			✓	✓	
Technology	✓	✓	✓		

Situate TPL in the wider non-profit space and related markets

Libraries

Non-profits

Technology & Digital Media

?

TORONTO PUBLIC LIBRARY

Foundations

Publishing

?

Film, TV, & Music

Environmental Scan discussion questions

1. What do you see as key research areas and themes should we be addressing?

2. What issues are most important to you?

3. Is the proposed scope and level of information what you need to best support you in the strategic planning process?

4. Anything else?

Consultation Plan

Public and Stakeholders

Public / Stakeholder Consultations

Phase 1: April / May

- Input will build on feedback from recent public consultations and inform draft priorities

Phase 2: Summer / Fall 2019

- Validate and seek input from the public and stakeholders on draft priorities

Target audience

Phase 1
(April / May 2019)

- Library Staff
- Residents
- Community Partners
- City of Toronto Staff
- Federal and Provincial Stakeholders
- Toronto Public Library Workers Union Local 4948

Phase 2
(Summer / Fall 2019)

- Library Staff
- Residents
- Community Partners / Industry Leaders
- City of Toronto Council & Staff
- 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)

Key highlights and tactics of the Consultation Plan

- **Public survey of Toronto residents** focusing on their needs and priorities for library service for the next five years;

- **consultation toolkits** for use at library and community events to engage residents and community partners with backgrounder and facilitator guides for staff

- **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**;

- **engagement session with City of Toronto Council and City staff**; and

- **benchmarking public survey of Toronto residents conducted by a third party**

Consultation Plan discussion questions

1. What would a successful consultation process look like to you?

2. Have we missed any key groups/areas to consult?

3. Would you like to be involved with the consultations? If so, how? (e.g. attend sessions and report back to Board, invite attendees, suggest speakers, promote sessions)

Staff Next Steps

1. Present report to the Board on April 29th for approval with input and endorsement of the Strategic Plan Steering committee

2. Implement phase one of the Consultation Plan

3. Prepare for the May 31st meeting including environmental scan themes from primary and secondary research and phase one consultation results

Strategic Plan Next Steps

1. Phase 1 public and stakeholder consultations

   April / May

2. Review comprehensive environmental scan & research and identify draft strategic priorities with Strategic Planning Steering Committee

   May 31

3. Seek approval by the Board on draft priorities

   June 17

4. Phase 2 public and stakeholder consultations

   Summer / Fall

Strategic Plan Next Steps Cont'd

5. Review phase 2 consultation results and draft Strategic Plan with Strategic Planning Steering Committee

   September

6. Finalize Strategic Plan, communication and implementation plans with Strategic Planning Steering Committee

   October

7. Seek approval by the Board on final Strategic Plan, communication and implementation plans

   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*

Questions?

Contact Information:

Elizabeth Glass, Director, Policy, Planning and Performance Management
eglass@torontopubliclibrary.ca

Shawn Mitchell, Manager, Planning & Development
smitchell@torontopubliclibrary.ca

Andrea Spender, Policy Analyst
aspender@torontopubliclibrary.ca