



Vision, Mission and Values and Strategic Plan: Themes and Goals

Vision: What we aspire to achieve

Draft vision from June 2012 report:

Toronto Public Library will be recognized as the world's most innovative public library helping make Torontonians smarter, successful, and resilient through excellent and responsive service

Responding to consultation feedback

- 'More knowledgeable' was introduced in response to the consultation feedback about the word 'smarter'.
- 'Torontonians' was changed to 'Toronto and its communities' to give a sense of the Library's role in connecting individuals and communities.
- The concepts of equity and diversity are now more prominent in the list of values. 'Free and equitable access' is a key element of the Mission.

The statement 'through excellent and responsive service' was not included in the final version; it is already captured as one of the four themes and the associated goals and is more about the how rather than the what.

Recommended Vision

Toronto Public Library will be recognized as the world's leading library by informing and inspiring Toronto and its communities, by making us all more resilient, more knowledgeable, more connected and more successful.

Mission: Our role and what we do

Proposed mission from June 2012 report to Steering and the Board:

Toronto Public Library provides free and equitable access to a broad range of human knowledge, experience, information and ideas in a welcoming and supportive environment to meet the changing needs of the people of Toronto.

The Mission statement was expanded to include the Library's role in preservation, an idea that was included in the Library's previous mission. Other elements of the previous mission are incorporated in the values.

Recommended 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.

Values:

Values (original values) which were included in June 2012 report to Steering and the Board:

Accountability: Responsible for our actions

Creativity: Encouraging innovation and planning for the future

Equity: Accessibility, diversity and fairness in the treatment of all individuals

Integrity: Open and honest in all our dealings

Participatory: Inclusive and involving in decision-making

Respect: Valuing individual needs, experiences and differences

Vision: Looking beyond where we are today

Service Orientation: Providing quality customer-driven services

Intellectual Freedom: Encouraging the free exchange of information and ideas in a democratic society

The values have been reorganized, with some revisions to the wording and the elimination of vision as a value, which is considered to be redundant as it is captured by innovation and service orientation as well as in the vision itself.

Recommended Values

Equity

Accessibility, respect and fairness

Diversity

Valuing individual needs, experiences and differences

Intellectual Freedom

Guaranteeing and facilitating the free exchange of information and ideas in a democratic society, protecting intellectual freedom and respecting individuals' right to privacy and choice

Innovation

Encouraging creativity, experimentation and the generation of ideas

Inclusion

Welcoming participation in decision making and service development by residents and communities

Integrity

Open, transparent and honest in all our dealings

Accountability

Taking responsibility for our actions and the services we provide

Service Orientation

Providing excellent, responsive services

Strategic Plan 2012-2015: Priority Areas and Goals

Changes to the priority areas and goals address results of public consultation and capture key ideas more clearly and succinctly. Goals related to collections are listed first, addressing their importance to the public. A new goal was introduced in Priority Area Three, Catalyze a City of Innovators, to reflect the Library's role in providing access to cultural resources and programs. Under Priority Area Four, Promote Service Excellence, goals related to staff's access, training and use of technology to support customer service were combined.

Key performance indicators will be used to measure and describe the achievements of the Strategic Plan. These measures include benchmarks used in the wider library community and comparative results of Toronto Public Library over time. Key performance indicators may be expanded as the annual workplans are developed. Metrics include inputs, outputs and outcome measures to provide a comprehensive overview of progress to achieving the Strategic Plan.

The themes and goals in purple text are the draft themes and goals' that the Board approved for the purpose of the public consultation. The 'strike through' is used to indicate deletions or text that was changed.

To achieve our vision, for Torontonians of all ages and backgrounds we will:

Grow a City of readers: Foster literacy and a love of reading as a first priority helping residents overcome the barrier of low literacy levels

- Support readers of all ages, especially children at critical stages in their ~~development~~ in building print literacy skills, in discovering great stories and books and in connecting with authors, creators and other readers
- Champion the ~~value~~ of reading as a strong foundation for life success ~~through~~ campaigns, ~~outreach~~ strategies and programs
- ~~Lead the drive for access to ebooks for public library users~~

The idea of access to ebooks is now captured through Goal 1 and has been broadened to include e collections and co-created content.

I. GROW A CITY OF READERS: Foster literacy and a love of reading as a first priority; support readers of all ages in improving print literacy skills and in discovering great stories and books

1. Build the Library's digital and e-collections, and co-created content to expand the digital frontier
2. Champion the joy of reading and connect readers, authors and creators
3. Support readers in building print literacy skills as an essential foundation for future achievement, especially for children at critical stages in their development.

Key Performance Indicators
Inputs:
<ul style="list-style-type: none"> • Percentage of collection in e-format • Number of literary programs offered • Number of literacy programs offered
Outputs:
<ul style="list-style-type: none"> • Circulation per capita • Collection turnover rate (circulating collection) • Percentage of circulation from e-content • Literary program attendance increased by x% • Attendance in adult and children's literacy programs increased by x %

Develop a City of learners: Support lifelong learning as fundamental to economic prosperity, social cohesion and civic engagement

- Provide easy access to the world's knowledge through collections in a range of accessible formats including unique material about Toronto's economy, its diverse history, communities and culture
- ~~Respond to the emerging demand for self directed learning and skills development to help residents prepare, learn and grow through life's transitions-from home to school, school to work, work to second careers, and retirement to support a better quality of life~~
- Help learners of all ages to build information and digital literacy skills to access and use technology and information effectively

II. DEVELOP A CITY OF LEARNERS: Support lifelong learning as fundamental to economic prosperity, social cohesion, and civic engagement

4. Provide easy access to the world's knowledge through collections in a range of formats, including information about Toronto's economy, history, communities and culture
5. Enable self-directed learning and skills development to support Torontonians through all life's stages and journeys - including transitions from home to school, school to work, work to second careers, and retirement – supporting a better quality of life
6. Help learners of all ages to build information and digital literacy skills to access and use technology and information successfully

Key Performance Indicators	
Inputs	<ul style="list-style-type: none"> • Size of non-fiction collection/online learning tools • Lifelong learning programs offered • Study space
Outputs	<ul style="list-style-type: none"> • Total circulation per capita • Use of databases • % of population that uses the library annually • Program attendance for lifelong learning programs • Attendance at dedicated digital literacy - user educational programs • Use of learning centres

Catalyze a City of innovators, entrepreneurs, creators of all ages: Spark experimentation, positioning Toronto to succeed in a global knowledge economy

- Build and evolve comprehensive virtual library services available anytime/anywhere integrating new and emerging technologies for better service
- ⊖ Animate Library branches to encourage collaboration through inspired design linking the community and library, technology enabled, wired workspaces, with hours and service models to support work, study, planned and casual programs, events and conversation

The idea that the Library needs to understand community needs for access to Library branches and integrate new models for hours and service is now included in Theme 4, Goal 14

III. CATALYZE AND CONNECT A CITY OF INNOVATORS, ENTREPRENEURS AND CREATORS: Position Torontonians to succeed in a global knowledge economy

7. Incorporate new and emerging technologies into our virtual library services, and make them available anywhere /anytime
8. Animate Library branches with inspired design, wired work spaces and audience-focused zones that accommodate collaborative work, co-creation and independent study
9. Promote and provide pathways to Toronto's culture through resources, services and programming

Key Performance Indicators
Inputs
<ul style="list-style-type: none"> • # of new self service options introduced • # of new technology initiatives introduced • # of new/renovated Library spaces created • # of business programs offered
Output:
<ul style="list-style-type: none"> • Virtual visits per capita • Social media metrics • Digital lab bookings • # of attendees at cultural programs • # of digital co-creation initiatives

Deliver excellent library service to Torontonians efficiently and effectively

- Support the Toronto Public Library Foundation, the Library's most valued partner, in achieving ambitious fundraising goals to enhance service
- Engage in a range of partnership models to support service delivery and diversify revenue streams
- ~~Provide easy access to helpful, expert staff who understand how residents want to access and use information~~
- Equip staff with access to the technology and skills to support users and to innovate and evolve services efficiently in the digital age
- Develop targets and measures to show results and engage in service evaluation and benchmarking to increase efficiency

The goal original partnership goal was broken into two goals for greater clarity – partnerships as distinct from diversifying revenue streams.

IV. DELIVER EXCELLENT LIBRARY SERVICE TO TORONTONIANS EFFICIENTLY AND EFFECTIVELY: Provide responsive service using resources wisely through effective stewardship and a culture of continuous improvement

10. Support the Toronto Public Library Foundation fundraising goals to enhance service
11. Partner to support service delivery to improve services while keeping costs down
12. Diversify revenue streams to support sustainable library services
13. Equip staff with technology, skills and training to support users, to innovate and evolve services, and to deliver those services how, when and where Torontonians need them.

14. Understand community needs for access to Library branches, valued community infrastructure, and integrate new models for hours and service

15. Adopt accepted benchmarks, targets and performance measures to support continuous improvements to service excellence and operational efficiency

Key Performance Indicators

Inputs

- Staff training sessions

Outputs

- Cost per use
 - Cost/circulation
 - Cost/branch use
 - Cost/e-visit
- Percentage and dollar amount of revenue from municipal funding
- Attendance at training provided to staff
- Customer satisfaction score
- Wait times
 - Programs
 - Collections
 - Information service – desk and telephone
- Percentage of seats occupied

Key Performance Indicators -for the plan overall

1. Activity (use) per capita
2. Library Users as a % of the population (survey)
3. % with high of satisfaction reported (survey)