



# Strategic Plan 2016-2019 Update

**Strategic Plan Steering Committee**  
Boardroom, Toronto Reference Library

October 7, 2015



# Tonight's Session

- 1. What we've done so far**
- 2. What we heard**
  - Impacts to draft priorities
  - Preliminary outcomes
- 3. Next Steps and Timeline**

**April to May**

Understanding the service context

**June**

Presentation of draft priorities to the Library Board

**June to September**

Consultation on draft priorities

**October**

**Update to Steering Committee on consultation to date**

**we are here**



**October to November**

Complete consultation process

**December**

Final plan, outcomes and indicators

**January**

Roll out

## Toronto Public Library's Strategic Plan 2016 – 2019 will be

Grounded in Toronto Public Library's vision, mission, values, and brand: **Read, Learn, Create, Deliver**

**Responsive** to City and community needs

**Integrated** with the City, community, and partners

Created through **consultation** with residents, communities, stakeholders and staff

# What we've done so far

## Consultation on draft priorities

To date, **over 1,700 people** have participated in the process including residents, stakeholders and staff

Online and in-branch survey

Stakeholder roundtables

Consultation website

“Branch Champion” focus groups

Staff meetings and focus groups

NIA Focus Groups (*in progress*)

# What we've done so far

## Consultation on draft priorities

To date, **over 1,700 people** have participated in the process including residents, stakeholders and staff

### Online and in-branch survey

**1,136** responses over five weeks

### Stakeholder roundtables

- Asked about changing needs, barriers to accessing library services, and how the library can respond

### Consultation website

### “Branch Champion” focus groups

- Online and in print, with accessibility and translation on request

### Staff meetings and focus groups

### NIA Focus Groups (*in progress*)

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“Branch Champion” focus groups

Staff meetings and focus groups

NIA Focus Groups (*in progress*)

**3 meetings with 37 participants  
+ online request for comments**

- Sessions held at Fairview, Northern District, Runnymede
- Reps from community agencies and organizations from across the city
- Over 500 comments received

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**Consultation website**

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Staff meetings and focus groups

NIA Focus Groups (*in progress*)

**1,344 page views**

- Provides survey access, research themes, info about consultation events and how to submit feedback and questions
- Link to website promoted through TPL social media channels and on City's consultation & engagement site



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Consultation website

**“Branch Champion” focus groups**

Staff meetings and focus groups

NIA Focus Groups (*in progress*)

**7 meetings and 135 participants**

- Focus groups with users and non-users from branches across the city
- Obtained consent from 102 participants to continue the conversation about TPL's strategic direction and service offerings

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Stakeholder roundtables

Consultation website

“Branch Champion” focus groups

**Staff meetings and focus groups**

NIA Focus Groups (*in progress*)

**146 participants** at staff meetings;  
**70 participants** at focus groups

- Both management and unionized staff
- Participants from various job classifications and departments across the system

# What we've done so far

## Consultation on draft priorities

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Consultation website

“Branch Champion” focus groups

Staff meetings and focus groups

**NIA Focus Groups (in progress)**

## 10 scheduled sessions

- As of October 7, four sessions completed in centrally located branches in Neighbourhood Improvement Areas

## Initial Draft Priorities (June 22, 2015)

### Three Overarching Themes:

1. **We like what you do:** Toronto Public Library is doing a good job
2. **We want what you do:** Services relevant, high quality; good customer service
3. **We want you to do more, do it better, and in some cases, do it differently:** Gaps in service; increasing demand for some services; consistency of quality and availability; barriers to access

## Initial Draft Priorities (June 22, 2015)

### Areas for increased focus:

- Demand for services for **children in the middle years**, especially for after school and out of school time
- **Youth** need support to build and access leadership and employment opportunities
- **Entrepreneurs/small business owners** need tools, supports and information to manage rapid innovation and disruptive technologies
- Growing income disparity and imperative for digital inclusion are acute issues, especially for **vulnerable and at-risk communities**
- **More collections and Open Hours**

## Initial Draft Priorities (June 22, 2015)

### Ways to improve services we deliver:

1. Be where I am
2. Make me aware of what is available for me
3. Make it easy for me to get and use
4. Make it a good, positive, high quality and satisfying experience

## Initial Draft Priorities (June 22, 2015)

### Ways to improve services we deliver:

- **Mobile access to services**, in addition to and integrated with other library service points
- **Technology-enabled community space** for work, study and creation
- **More personalized access**, customized service delivery and self-service options
- **Remove barriers to access** – easy, convenient service, online, in library branches, in community locations
- **Greater awareness** of what we have to offer, targeted specifically to individual customer wants and needs

## Revised Draft Priorities

### Three Key Areas of Focus

**Access**

**Opportunity**

**Connections**



## Five Strategic Priorities

- 1. Improving Access,  
Increasing Awareness**
- 2. Advancing Digital Literacy  
and Inclusion**
- 3. Expanding Learning  
Opportunities, Building Skills  
and Capacity**
- 4. Creating Community  
Connections through Cultural  
Experiences**
- 5. Transforming Service Delivery**

## What we heard

### Five Strategic Priorities

- 1. Improving Access, Increasing Awareness**
- 2. Advancing Digital Literacy and Inclusion**
- 3. Expanding Learning Opportunities, Building Skills and Capacity**
- 4. Creating Community Connections through Cultural Experiences**
- 5. Transforming Service Delivery**

- More awareness of service offerings
- More personalized service options across traditional and new service channels
- Easier and more convenient access for branch and virtual users
- Innovative uses of technology to expand access and efficiency
- Expanded access to learning opportunities and new learning models
- Library as community information hub

## 1. Improving Access, Increasing Awareness

We will increase awareness, improve convenience and remove barriers to use so that Torontonians have easy access to the library services they need and want, when, where, and how they want them.

### Responds to:

- **Fast pace of busy urban life** where time is at a premium
- Demand for **barrier-free, personalized recommendations** and **service options**
- **Levels of poverty among Toronto's residents and communities**
- **Changing patterns of work, study and school**

## 1. Improving Access, Increasing Awareness

### Sample Actions

- **Review the Library's policy framework to remove systemic barriers**, including impacts of membership and fines and fee structures on customer use
- **Enhance communications and data collection** across multiple channels to deliver more personalized services
- **Expand open hours** to respond to community needs for 7-day service throughout the year with options for later evening hours
- **Reach out into the community** to increase service and awareness – kiosks, pop ups, outreach at community events

**Outcome:** All residents have convenient and equitable access to services that help them be resilient and live full lives.

## 1. Improving Access, Increasing Awareness

“ To have a **‘history’ option** in my account, in order to be able to re-borrow books or other material I loved and don't remember the exact title. Also to have a **‘to read/to borrow’ option** for material I am thinking of using in the future.

**Late fees can be a real problem** for seniors and those in chronically poor health. They are afraid to borrow books because they are not sure they will be able to return them on time, so they don't bother. Perhaps fees could be waived in some cases?

Be open for **more/longer hours** to allow all groups – schoolchildren, working adults, retirees, caregivers and babies etc. to make full use of the library.

”

## 2. Advancing Digital Literacy and Inclusion

We will serve as Toronto's public access point for technology, digital services and expertise. We will actively promote and enable digital inclusion through access, training and networks supporting Torontonians in full participation in our digital future.

### Responds to:

- **Access to technology** as an essential requirement of daily life
- **Growing trend to e-government** and delivering services online, requiring all residents to have access
- **Importance of technology and digital skills** to succeed in the global knowledge economy
- **Cost of bandwidth, devices and access** in Toronto which are a barrier to access

## 2. Advancing Digital Literacy and Inclusion

### Sample Actions:

- **Establish and meet benchmarks** for quality, currency, and staff support for technology, tools and software in branches
- **Expand equity and availability of emerging technology and support across the city** by expanding Digital Innovation Hubs and developing new private/public partnerships
- Train and support frontline staff to become digital experts and to actively promote digital inclusion

**Outcome:** Residents have access to technology to embrace the digital future and achieve their social, educational, economic and career goals.

## 2. Advancing Digital Literacy and Inclusion

“

*To re-imagine – and fund – a space where **‘community hub’** and **‘technology’** intersect in a way that supports community interaction and supports the way people live now with technology.*

*Continue to be **leaders in providing access to new technology** to all citizens, for example the 3D printer.*

*More online features; easy instructions for downloading; online databases more easily accessible; **learning opportunities for new technology.***”



### **3. Expanding Learning Opportunities, Building Skills and Capacity**

We will expand self-directed and lifelong learning opportunities so that Torontonians can build new skills and literacies and can compete in the global knowledge economy. Through targeted services and programs, Toronto's children and youth are positioned for future success.

## 3. Expanding Learning Opportunities, Building Skills and Capacity

### Responds to:

- **Readiness to learn upon school entry** as a marker for future academic success
- **Income disparity in Toronto**, which impacts learning opportunities
- **Ontario as an innovation economy** where new ideas are vital to the province's long term success
- **New work models** which create new requirements for open, self-directed, collaborative, experiential and lifelong learning access for all ages, platforms and locations
- **Expanded literacy skills** required for success in the 21st century, including print literacy, numeracy, information and digital literacy, media and visual literacy and financial literacy

## 3. Expanding Learning Opportunities, Building Skills and Capacity

### Sample Actions:

- Offer new life-long learning opportunities to **expand access to experiential and online e-learning**
- Offer opportunities to learn in different ways – through **information resources, courses, programs in series, networking and mentorship**
- **Expand access to out-of-school and summer learning opportunities** for children and youth

**Outcomes:** Residents expand knowledge, skills, and networks to reach their potential and achieve success

The Library offers a safe environment for children and youth to be engaged learners, to support educational and life success

## 3. Expanding Learning Opportunities, Building Skills and Capacity

“

*Host more programming to teach literacy skills – **financial literacy, business literacy, technical literacy.***

***E-learning tools/webinars** to allow access to more people.*

*Improve the community through **better learning experiences**, providing unattainable resources, offering learning centres to gain new skills.*

”

### **4. Creating Community Connections through Cultural Experiences**

We will strengthen community connections by expanding access to a broad range of cultural experiences, locally and city-wide.

Torontonians will have expanded access to cultural opportunities that foster innovation, creativity, cross-cultural understanding and an enriched quality of life.

## 4. Creating Community Connections through Cultural Experiences

### Responds to:

- Residents' **love of reading, literary culture**, and desire to connect and engage with authors and communities of readers
- Toronto Public Library's pre-eminent role in **supporting, promoting and sustaining Canada's authors and publishers** and a vibrant cultural sector in Toronto and Ontario
- **Equitable access to local cultural opportunities** that reflect the rich diversity of heritage and experiences across the city
- **Cultural literacy as an essential skill** for success in a diverse, global society and economy
- **Increasing demand for space** for cultural and creative activities for local and emerging artists

## 4. Creating Community Connections through Cultural Experiences

### Sample Actions:

- Offer new and expanded opportunities to **connect communities of interest to make and share content**
- **Entrench TPL as a national and provincial cultural leader**, especially in the engagement of literary culture for all ages
- **Engage residents in preserving our collective memory** and promoting cultural discovery

**Outcome:** Residents and cultural creators feel connected to their community, have the freedom and opportunity to express their culture, and engage in city and local cultural experiences with others.

## 4. Creating Community Connections through Cultural Experiences

“Be a **cultural presence** in the neighbourhood. Create a welcoming place for people to meet, engage, explore, learn and experience arts and culture together as a community.

**Increase youth + art opportunities!** Create more workshops and bring more artists into libraries in an accessible, structured manner. Weekly workshops are a haven.

It would be nice to see libraries operating as **community hubs**. Providing services for everyone in the community. Much of this is already occurring in our libraries. Toronto libraries have a rich collection of resources available for everyone in our society. Ideally this needs to be expanded.

”



## 5. Transforming Service Delivery

We will grow organizational capacity and evolve our culture to transform our service delivery, ensuring customers get library services how, when and where they want or need them.

Torontonians will benefit from a vibrant, revitalized, and digitally-enabled, creative and efficiently-managed library service.

### Responds to:

- The need for organizational structure that is **innovative, nimble and responsive** to drive achievement of shared organizational outcomes
- The need to build **organizational and staff capacity** to deliver services digitally
- The need to build staff engagement and **leadership skills** at all levels in the organization

## 5. Transforming Service Delivery

### Sample Actions:

- Create a structure and culture that is **agile, flexible, innovative and responsive** to support achievement of our strategic objectives
- **Use pilot projects and innovative approaches** to better reach new audiences and improve service delivery
- **Empower and train staff** to deliver excellent service through all service channels and at all customer touchpoints
- Strengthen the library's commitment to **benchmarks, outcomes, and continuous improvement**

**Outcomes:** Residents have access to 21<sup>st</sup> century library service that is future-oriented and delivered efficiently.

## 5. Transforming Service Delivery

“

*Provide a collaborative environment for staff to provide better customer service.*

*If we are trying to be innovative [for our customers], we need to innovate our internal processes and systems.*

*In the future can there be more opportunities for feedback?  
Create surveys where employees can respond to questions asked.*

*We all are TPL. Let's work together.*

”

- 1. Complete consultations** *(Oct./Nov.)*
- 2. Develop outcomes and indicators** *(Nov.)*
- 3. Finalize plan with Strategic Planning Steering Committee and Board** *(Dec.)*
- 4. Create 2016 workplans and targets** *(Dec.)*
- 5. Communicate widely** *(Jan.)*



**Thank You**

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