Strategic Plan 2016-2019
Library Board Consultation

Novella Room, Bram & Bluma Appel Salon

June 9, 2015

**TORONTO PUBLIC LIBRARY**

1. **Welcome – Vickery and Anil**

2. **Plenary Remarks – CISCO**

   • **Questions/Discussion**

3. **Principles for the Strategic Plan**

4. **Environmental Scan (City Context) & Discussion**
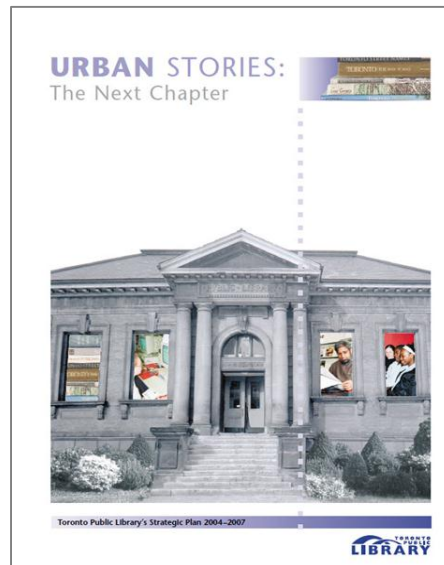
BREAK: Video Presentation

5. **Environmental Scan (Library Context) & Discussion**

6. **Preliminary Consultations – What we heard**

7. **Next Steps**

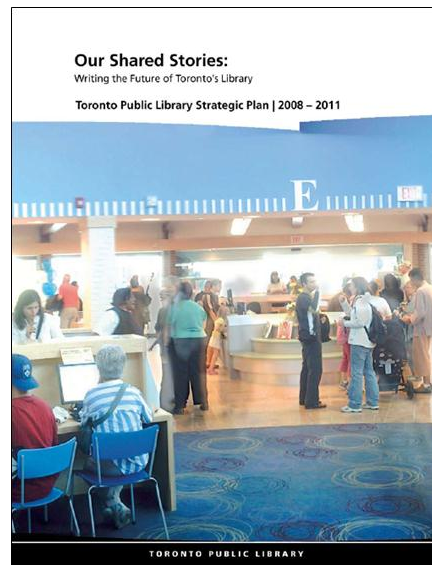# TPL Strategic Planning Process

Through the strategic planning process, we drive responsiveness, innovation and best practices in library service
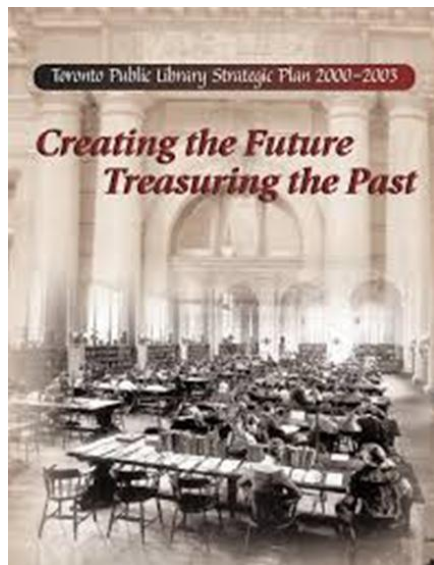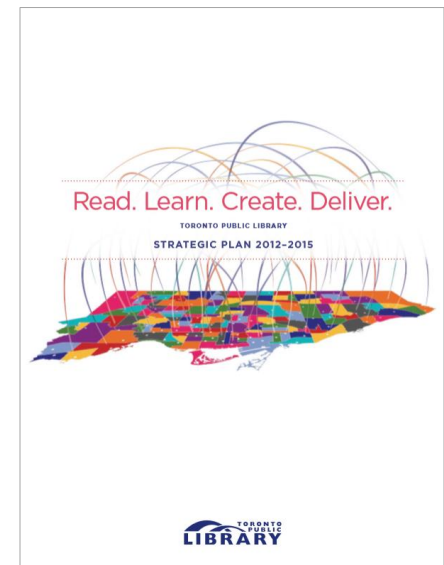

2000-2003

2004-2007

2008-2011

2012-2015

TPL Strategic Planning Principles

1. **Grounded in TPL's vision, mission, values and brand**

   Leverages the Library's core strengths and unique value propositions

2. **Responsive to City and community needs**

   Aligns with City service strategies, emerging demographic, socio-economic, and library sector trends and issues

3. **Integrated with the community**

   Engages and leverages strategic partnerships and community connections

4. **Created through consultation**

   Gathers input from a broad range of stakeholders

5. **Outcome-focused and actionable**

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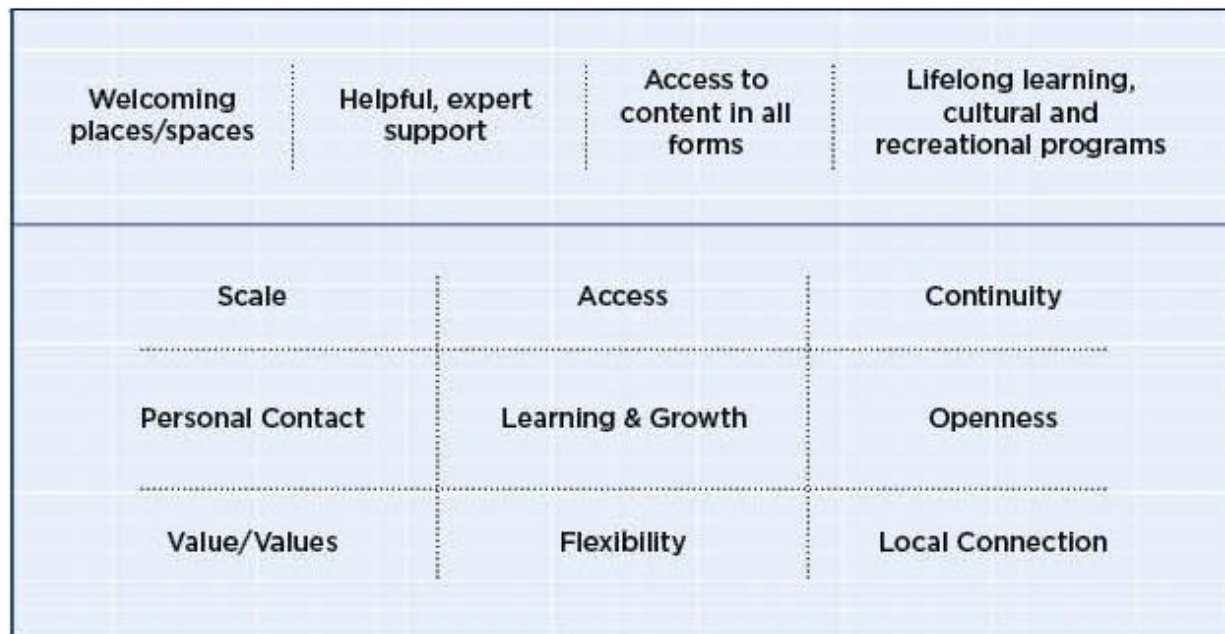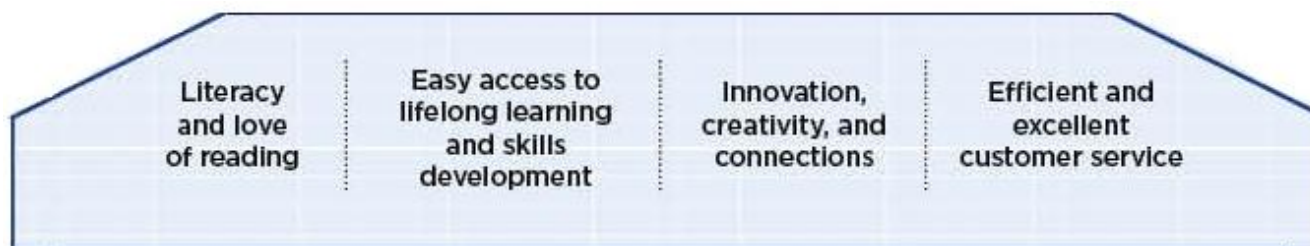
Grounded in TPL's vision, mission, values and brand

Values

1. **Equity:** Accessibility, respect and fairness

2. **Diversity:** Valuing individual needs, experiences and differences

3. **Intellectual Freedom:** Guaranteeing and facilitating the free exchange of information and ideas in a democratic society, protecting intellectual freedom and respecting individuals' rights to privacy and choice

4. **Innovation:** Encouraging creativity, experimentation and the generation of ideas

5. **Inclusion:** Welcoming participation in decision making and service development by residents and communities

6. **Integrity:** Open, transparent and honest in all our dealings

7. **Accountability:** Taking responsibility for our actions and the services we provide

8. **Service Orientation:** Providing excellent, responsive services

Read. Learn. Create. Deliver.

Literacy and love of reading	Easy access to lifelong learning and skills development	Innovation, creativity, and connections	Efficient and excellent customer service

Welcoming places/spaces	Helpful, expert support	Access to content in all forms	Lifelong learning, cultural and recreational programs

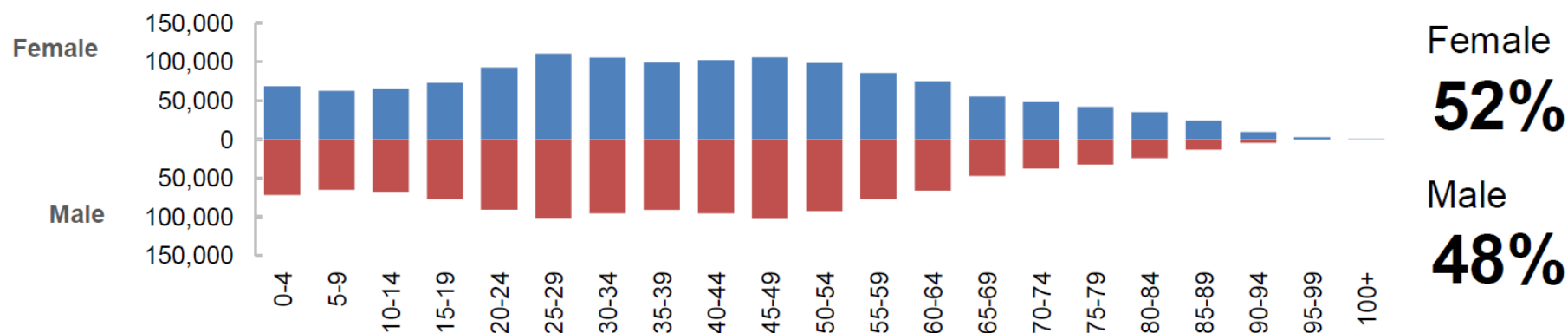| Scale	Access	Continuity
Personal Contact	Learning & Growth	Openness
Value/Values	Flexibility	Local Connection

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Environmental Scan:

The Current Landscape

The City

Alignment with City Strategies

- City's 10 year Capital Plan

- City of Toronto Strategic Action 2013 - 2018

- Provincial and City of Toronto Poverty Reduction Strategy

- Toronto Child and Family Network

- Toronto Child Care Service Plan 2010-2014

- Toronto Middle Childhood Strategy

- Toronto Newcomers Strategy

- Toronto Seniors Strategy

- Toronto Strong Neighbourhood Strategy

- Toronto Youth Equity Strategy

Toronto Demographics

Population Breakdown

Children (0-14 years)	Youth (15-24 years)	Working Age (25-54 years)	Pre-Retirement (55-64 years)	Seniors (65+ years)
400,865	333,510	1,199,745	303,500	377,440
(15%)	(13%)	(46%)	(12%)	(14%)

Toronto Demographics

- Stable population: 2,615,060 – projected growth rate 4.5%

- Complex and diverse city, with more newcomers, families and children living in poverty than GTA

- Three cities: wealthy, poor, declining middle class

- Fastest growing age groups: 60-64, 85+

- Declining groups: Families with children

Source: Statistics Canada Census 2011; City of Toronto

Economic Forecast

- Modest economic growth for Ontario/Toronto (1.9% GDP)

- Low Canadian dollar, stronger US economy, increases in manufacturing sector

- Constrained public sector funding - focus of infrastructure, innovation, efficiencies, and spending for impact

Employment Trends

- **High youth unemployment in Toronto** (17%)

- Overall unemployment relatively low but outlook uncertain (6.9% 2015)

- **Hour glass economy:** high skilled and high-paid jobs versus part-time, low paid and precarious work

- **Mobile workforce** and **changing nature of work**: casual, on-demand, virtual

- Growth in **entrepreneur and small business,** participation by women increased (27% to 33% in past decade)

- **Complexity in the workforce** (age differences, career goals, technical skills)

- **Day-time population 4 million+** concentrated in downtown core

- **Ontario is an innovation economy:** New ideas and entrepreneurial skills are vital to the province's long term success

- Education = Quality of life, economic development, public safety and overall success

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Education Trends

- **Open, self-directed, collaborative, experiential and lifelong learning**, across all ages, platforms, locations

- **Constrained funding for public education** related to fiscal restraint, declining enrollment

- **High rates of high school and post-secondary education** but difficult transition to the workforce

- **Experiential learning and mentoring essential components** of an education

- **Readiness to learn at school entry (EDI)** a marker for future academic success.

- **Income disparity in Toronto impacts learning opportunities**, post secondary participation rates and overall life success

- **Mental health and stress-related issues** increasingly having impact on student success and children's ability to learn

The notion of literacy is expanding beyond print as a success factor in the 21st century

- **Early literacy, adult literacy and reading**

- **Information literacy**
  - Cyber
  - Digital
  - Media and visual

- **Cultural literacy**

- **Financial literacy**

Discussion

> ***When Canadians go to bed at night, what worries them?***
>
> *They worry about their health, their jobs, caring for an elderly parent, or their kids' education.* Canadian Index of Well Being 2014

- **Information consumption:** Connected but fragmented

- **Urbanization:** Population growth in city core drives service planning, urban forms and commercial developments

- **Health challenges:** Sedentary living and risk of chronic diseases

- **Increased social isolation** impacts personal well-being, civic involvement, community engagement and social cohesion

- One in five Ontarians experience a time crunch

Cultural Trends

- **Toronto's cultural economy is thriving**
  - Continuous growth of the creative workforce; Toronto home to 66% more artists than any other Canadian city
  - Screen-based media production expanding

- **Cultural literacy considered essential skills** for global knowledge and success in global economy

- **Consumer culture gives way to creative, community and exploratory culture**

- **Declining funding for children's cultural education and experiences**

- **Increasing demand for space** for cultural and creative activities

- **87% of Torontonians experience barriers to attendance**
  - Cost (63%)
  - Too busy (40%)
  - Too far from where I live (30%)

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Mobile Technology

- Almost **half of Canadians'** internet access is through **smartphones or tablets**

- 48% of Canadians use **more than one device** to access Internet

- Canadian consumers are early adopters of technology but businesses lag compared to U.S.
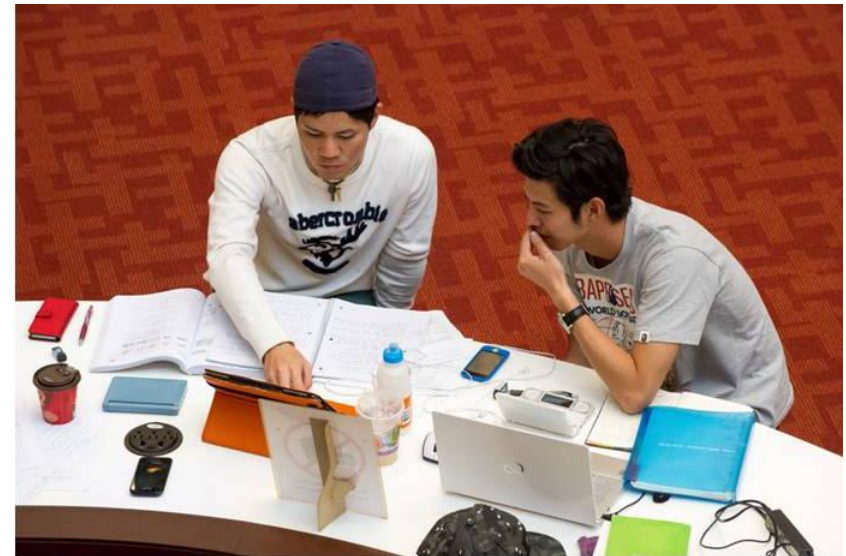
Cloud Computing, Open Data, Big Data

- **Cloud storage and computing:** faster and more efficient service delivery and system implementation

- **Open data**

- Actionable and strategic **Business Intelligence (BI)** and **Big Data**

Technology Trends

Self-service culture and Personal Internet

- **Use of Internet changed from passive to interactive** and participatory; from general to highly personalized based on users' profile

- **Customer-driven economy** with focus on enablement and personalized Internet content

Speed of change and innovation impacts personal, education and workspace

- Continuous connectivity and interaction

- Potential for data sharing and analytics

- E-Government : digital-first, self-service delivery

- Smart buildings

- Privacy and security

Next wave of disruptive technologies

- Internet of Things

- Computing Everywhere

- M to M

- Robotics and Artificial Intelligence

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Customer-centric, multi-channel model with physical store still the hub of cross-channel shopping

- "Order online and pick up in-store" model

- Customer engagement in the store vital to execution of cross-channel processes

Maximize technology for biggest impacts, values to improve customer satisfaction and organizational efficiency

- Leveraging technology to improve loyalty and retention across channels

- Customer data for overall planning, merchandising, segmentation, programming and marketing

- Going mobile: Continuous growth in mobile users with unique user experiences and needs demands specific interface

Issues & Trends: In Summary

- Global city of opportunity, but not shared by all

- Learning styles and needs are changing and becoming more diverse and complex: lifelong, formal and informal, experiential, creative and collaborative

- Businesses, especially entrepreneurial, must learn to embrace rapid innovation and disruptive technologies to compete and succeed in a global economy

- Customers are demanding customized, personalized services through multiple, integrated channels.

- Constrained funding outlook requires organizations to innovate and adopt new approaches

- Plural, diverse and vibrant cultural landscape creates rich possibilities for creative fusion, but must be nurtured for local engagement and meaningful and relevant cultural experiences

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Discussion

BREAK: Video

Environmental Scan:

The Current Landscape

The Library

Publishing

- Global consolidation of publishers

- Decline of traditional booksellers; domination by Amazon

- Growth of eBooks, online reader communities and self-publishing

- Disruption in broadcast industries/public media

- Looking for ways to engage readers, especially with the decline of bookstores

Library

- Demand for multiple formats remains strong

  - Growing demand for e and digital formats while demand for physical formats remains steady

- Access to e-content largely achieved, but fair and equitable pricing for e-content remains a significant challenge

  - Puts continued pressure on constrained library budgets

- Customer demand for personalized services and customizable interface for access

  - Recommendations, reviews, and account features

  - Ease of use across multiple channels

- Ongoing demand for safe, accessible local public space, where people live, work, learn and play

  - Density and increased urbanization fueling demand

  - City's focus on creating vibrant, livable, sustainable communities

- Smart buildings and technology-enabled space

- Integration of physical and virtual spaces and services for seamless and flexible customer experience

- Community space to bring together ideas and knowledge for:

  - E-learning

  - Creative activity

  - Community building

- Flexible hours and service options required to align with diversity of education, workforce and recreation activities and lifestyles

TORONTO PUBLIC LIBRARY

- New demands for multiple and complex literacy skills in a global, digital world, especially with rise of Social Media as information source

- E-Government and online services create new needs for information access and support

- Demand for personalized and customized service through branch, online and community channels

- Demand for both online and face-to-face service and training options

- Need to access and consume information in new and multiple formats: physical, digital & multimedia, human & interactive (mentoring, collaboration, programming)

Trends & Issues
Computers and Technology

- Access to a computer, broadband Internet is essential requirement for daily life

- New demands for access to applications, software, new technology and user support

- Innovation space for networking, experimentation, skills exchange and prototyping in high demand

- Growth in content creation

- Continued demand for and popularity of literacy and literary programs across diverse audiences and ages

- Demand increasing for lifelong learning and e-learning activities, especially among older adults and entrepreneurs

- Increased demand from partners and community stakeholders to access library audiences and spaces to help remove barriers, create awareness, and expand offerings

- Constrained operating and capital budgets put pressure on growing need for investment in:

  - SOGR

  - Organizational transformation

  - Technology infrastructure

  - Staff training

- Opportunities to leverage facilities and partnerships to offset pressures and find new revenue streams

Discussion

Integrated in the community
Created through consultation

Participated in the City's Consultation Process

- Toronto Strong Neighbourhoods Strategy 2020

- Poverty Reduction Strategy

Federation of Ontario Public Libraries

Consultation to Date

- Results of Public Consultation on TPL's 2015 Budget

- Capital Projects

- Discussion with targeted user groups

- Stakeholder Roundtables with community agencies

- Analysis of Customer Feedback

Integrated in the community
Created through consultation

What we've heard so far: Continuity and Change

1. **We <u>like</u> what you do:** Toronto Public Library is doing a good job

2. **We <u>want</u> what you do:** Services relevant, high quality; good customer service

3. **We want you to do <u>more</u>, do it <u>better</u>, and in some cases, do it <u>differently</u>:** Gaps in service; increasing demand for some services; consistency of quality and availability; barriers to access

Integrated in the community Created through consultation

What we heard: 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**

What we heard: Ways to improve services we deliver

1. Be where **I** am

2. Make me aware of what is available <u>for me</u>

3. Make is easy for me to get and use

4. Make it a good, positive, high quality and satisfying experience

Integrated in the community
Created through consultation

What we heard: 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

Integrated in the community
Created through consultation

Discussion

Next Steps

1. **Prepare draft priorities for Board approval**   *June*

   - Areas for increased focus

   - Ways to improve service delivery

2. **Consult with residents, public/private sector partners, key stakeholders on draft priorities**   *July - Sept*

3. **Strategic Planning Committee review and recommendation of revised priorities and draft strategies**   *Late September*

4. **Seek approval by the Board on revised priorities and draft strategies**   *October*