



## FRAMEWORK FOR THE STRATEGIC PLANNING PROCESS AND PUBLIC CONSULTATION

### Planning Principles

**Toronto Public Library's 2016-2019 strategic plan will be:**

- Grounded in Toronto Public Library's mission, values and brand
- Responsive to city and community trends
- Integrated with community
- Created through consultation
- Outcome-focused and actionable

### 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.

### Service 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

## **Brand Pillars**

### **READ**

The Toronto Public Library is uniquely positioned to support Toronto readers of all ages by offering **broad and easy access** to books and reading in a variety of formats, **expertise** that supports literacy and literary exploration, and a wide range of reading **programs that introduce and promote the joy of reading** to all Torontonians.

### **LEARN**

Toronto Public Library is unique in its ability to provide broadly accessible opportunities for learning beyond formal education, throughout all stages and phases of a person's life, and makes those opportunities available wherever and whenever there is a need, reason or desire to learn.

### **CREATE**

Through partnerships, transformations of our physical and virtual spaces, and the use of new and emerging technologies, Toronto Public Library creates cultural and creative destinations that stimulate and support creativity, encourage collaboration, and spark experimentation and innovation for creators and entrepreneurs of all ages

### **DELIVER**

As Toronto continues to grow, and demand for library services grows, efficient and effective delivery of library services ensures continued excellence in customer service.

## **Draft Priorities for the Strategic Planning Process**

### **What we've heard so far:**

There are three overarching themes:

1. Toronto Public Library is doing a good job. **We like what you do.**

2. Services are relevant and high quality; customer service is good. **We want what you do.**
3. Gaps in service and barriers to access exist; consistency of quality and accessibility varies; there is increasing demand for some services: **We want you to do more, do it better, and in some cases, do it differently.**

**Areas for increased focus:**

- Extend services for **children in the middle years**, especially for after school and out of school time.
- Provide opportunities for **youth** to access leadership, learning, entrepreneurial and employment opportunities.
- Support **entrepreneurs/small business owners** with new technologies, information and expertise to manage rapid innovation and disruptive technologies.
- Respond to income inequality in the City, especially for **vulnerable and at-risk communities**.
- Address new demands for **collections** in a range of formats.
- Provide **open hours** that are responsive to the needs of users of all ages with services options.

**Ways to improve services we deliver:**

- Provide **mobile service options** integrated with other library service points.
- Offer **technology-enabled community space** for work, study and creation.
- Create **more personalized access**, customized service delivery and self-service options.
- **Remove barriers to access** online, in library branches and in community locations.
- Promote **greater awareness** of what the library has to offer, targeted specifically to individual customer wants and needs.
- Create **organizational capacity** to deliver services differently

**Align and support City strategies and directions through service partnerships and planning initiatives.**

- City's 10 year capital plan
- City of Toronto Strategic Action
- City of Toronto's Poverty Reduction Strategy
- Toronto and Child Family Network
- Toronto Child Care Plan 2010-2014
- Toronto Middle Childhood Strategy
- Toronto Newcomers Strategy
- Toronto Seniors Strategy
- Toronto Strong Neighbourhoods Strategy 2020
- Toronto Youth Equity Strategy
- Creative Capital Gains: An Action Plan for Toronto