**STRATEGIC PLANNING STEERING COMMITTEE**
**TORONTO PUBLIC LIBRARY BOARD**

**AGENDA** 

**Meeting No. 3: Tuesday, September 3, 2019, 4:00 p.m. to 5:30 p.m.**
**Toronto Reference Library, Founders' Room, 789 Yonge Street, Toronto**

***The Toronto Reference Library is on Indigenous land. This is the traditional territory of the Haudenosaunee Confederacy (also known as the Six Nations Confederacy), the Wendat, and the Mississaugas of the Credit First Nation. Toronto Public Library gratefully acknowledges these Indigenous nations for their guardianship of this land. We'd also like to remind and reaffirm, as Torontonians and Canadians, our accountability to these Indigenous nations, and to all Indigenous peoples and communities living in Toronto.***

***This land is also part of the Dish with One Spoon territory, that includes a treaty between the Haudenosaunee Confederacy, the Anishinaabek and allied nations, to peaceably share and care for this land, its waters, and all of the biodiversity in the Great Lakes region. All those who come to live and work here are responsible for honouring this treaty in the spirit of peace, friendship, and respect.***

**Committee Members**:

Mr. Fenton Jagdeo (Committee Chair)
Ms. Andrea Geddes Poole
Ms. Sue Graham-Nutter
Ms. Sharilyn Hale (TPL Foundation Board)
Mr. Jonathan Hoss
Ms. Pam Laycock (TPL Foundation Board)
Ms. Jennifer Liu
Mr. Alim Remtulla

Closed Meeting Requirements: If the Toronto Public Library Board wants to meet in closed session (privately), a member of the Board must make a motion to do so and give the reason why the Board has to meet privately (Public Libraries Act, R.S.O. 1990, c. P.44, s. 16.1).

**1. Call to Order**

**2. Declarations of Conflicts of Interest**

**3. Approval of Agenda**

**4. Confirmation of May 31, 2019 Strategic Planning Steering Committee Meeting Minutes**

**5. Communications**

**6. Presentations**

***Item for Action:***

**7. Strategic Plan 2020-2024: Phase 2 Consultation Update and Draft Priority Areas** *90 minutes*

**8. Adjournment**

*Attendant Care Services can be made available with some notice.*

4.

**MINUTES** 

**Toronto Public Library Board – Strategic Planning Steering Committee**
**Meeting No. 2: Friday, May 31, 2019, from 9:00 a.m. to 12:00 p.m.**
**Toronto Reference Library, Beeton Hall, 789 Yonge Street, Toronto**

---

**Members Present:**
Mr. Fenton Jagdeo (Committee Chair)
Ms. Sue Graham-Nutter
Ms. Sharilyn Hale (TPL Foundation Board)
Mr. Jonathan Hoss
Ms. Pam Laycock (TPL Foundation Board)
Ms. Jennifer Liu
Mr. Alim Remtulla

**Regrets:**
Ms. Andrea Geddes Poole
Mr. Strahan McCarten

**SPSC Call to Order**

19-009 Fenton Jagdeo, Chair, called the meeting to order at 9:00 a.m.

Mr. Jagdeo gratefully acknowledged that the Toronto Reference Library is on Indigenous land. He indicated this is the traditional territory of the Haudenosaunee Confederacy (also known as the Six Nations Confederacy), the Wendat, and the Mississaugas of the Credit First Nation. Toronto Public Library gratefully acknowledges these Indigenous nations for their guardianship of this land. Mr. Jagdeo reminded and reaffirmed as Torontonians and Canadians, accountability to these Indigenous nations, and to all Indigenous peoples and communities living in Toronto.

Mr. Jagdeo further indicated that this land is also part of the Dish with One Spoon territory, that includes a treaty between the Haudenosaunee Confederacy, the Anishinaabek and allied nations, to peaceably share and care for this land, its waters, and all of the biodiversity in the Great Lakes region. All those who come to live and work here are responsible for honouring this treaty in the spirit of peace, friendship, and respect.

**Toronto Public Library Board – Strategic Planning Steering Committee**
**Meeting No. 2: Friday, May 31, 2019, from 9:00 a.m. to 12:00 p.m.**
**Toronto Reference Library, Beeton Hall, 789 Yonge Street, Toronto**

---

**SPSC Declarations of Conflicts of Interest**

19-010 There were no Declarations of Conflicts of Interest by members of the Strategic Planning Steering Committee.

**SPSC Approval of Agenda**

19-011 ***Moved by*** *S. Graham-Nutter:*
***That*** *the Strategic Planning Steering Committee:*
*1. approves the agenda.*

***Carried***

**SPSC Confirmation of April 10, 2019 Strategic Planning Steering Committee**
**19-012 Meeting Minutes**

***Moved by*** *J. Hoss:*
***That*** *the Strategic Planning Steering Committee:*
*1. confirms the Minutes of the April 10, 2019 Strategic Planning Steering Committee meeting.*

***Carried***

**SPSC Communications**

**19-013** There were no *Communications* items at the May 31, 2019 Strategic Planning Steering Committee meeting.

**SPSC Presentations**

**19-014** There were no *Presentations* at the May 31, 2019 Strategic Planning Steering Committee meeting.

**Toronto Public Library Board – Strategic Planning Steering Committee**
**Meeting No. 2: Friday, May 31, 2019, from 9:00 a.m. to 12:00 p.m.**
**Toronto Reference Library, Beeton Hall, 789 Yonge Street, Toronto**

---

***Item for Approval:***

**SPSC 19-015 Strategic Plan 2020-2024: Environmental Scan and Phase 1 Consultation Results**

The Steering Committee members reviewed the environmental scan, phase 1 consultation results and draft focus areas. The members provided the input and feedback outlined below:

**Identified Seven Focus Areas for Phase 2 Consultation:**

1. Affordability and cost of living
2. Vulnerable populations (e.g. newcomers, seniors, low-income families and youth) and growing inequity
3. Library as public space
4. Changing demographics (e.g. population growth)
5. Rapid growth and disruptive technology
6. Responsive programming
7. Partnerships

At the session, Steering Committee members discussed the approach for phase 2 consultations. The two questions asked at the session were:

1. What unique value can the Library add in these focus areas?
2. What information should the Library gather in phase 2 consultations to ensure the Library is responsive to changing community needs?

Below are key highlights from the discussion:

- Offer a wide range of programs and services through various delivery channels and service points
- Provide access to new and current technology and a wide range of digital literacy training
- Increase awareness and promotion of the full range of library services
- The Library can strengthen partnerships by describing its unique value and the benefits of partnerships in increasing reach and service delivery to communities and vulnerable populations
- Libraries are impartial and trusted institutions, and can be advocates for data governance and stewardship, ethical AI, civic engagement, etc.
- Confirm the public's perception of libraries being impartial and leaders in providing access to technology

**Strategic Plan 2020-2024: Environmental Scan and Phase 1 Consultation Results – continued**

- Explore opportunities for new, existing and innovative partnerships
- Consult the public on the different types of programming they would like to see offered at the Library
- Further explore the Library as public space (e.g. revenue generation, use of library space, alternative service points, etc.)
- Explore intersectionality of vulnerable population groups (e.g. newcomer seniors)

**Next Steps**

- Once phase 2 consultations conclude, staff will develop a report outlining proposed priorities for the new Strategic Plan and present the report to the Strategic Planning Steering Committee for review and comment.

***Moved by*** *S. Graham-Nutter:*
***That*** *the Strategic Planning Steering Committee:*

1. *receives the environmental scan as outlined in the report;*
2. *receives the first phase of consultation results outlined in the report; and*
3. *recommends focus areas for Phase 2 consultations resulting from the May 31st strategy session to the Library Board for implementation.*

***Carried***

**SPSC 19-016** **Adjournment**

***Moved by*** *A. Remtulla:*
***That*** *the Strategic Planning Steering Committee:*

1. *adjourns the May 31, 2019 Strategic Planning Steering Committee meeting.*

***Carried***

The meeting ended at 12:00 p.m.

Signed: _____

7.

**STAFF REPORT**
**ACTION REQUIRED**

# Strategic Plan 2020-2024: Phase 2 Consultation Update and Draft Priority Areas

| | |
|---|---|
| **Date:** | September 3, 2019 |
| **To:** | Strategic Planning Steering Committee |
| **From:** | City Librarian |

## SUMMARY

At its June 17, 2019 meeting, the Toronto Public Library Board approved the focus areas for phase 2 consultations resulting from the May 31, 2019 Strategic Planning Steering Committee (SPSC) strategy session for the new strategic plan. The purpose of this report is to update the Strategic Planning Steering Committee on the progress of phase 2 consultations and the draft priority areas for the new strategic plan. With final consultations still underway, it is important to note that this is an interim report. Recommended draft priority areas will be finalized and presented at the next Strategic Planning Steering Committee meeting for consideration.

The environmental scan, including the SWOT (strengths, weaknesses, opportunities, threats) analysis, public and stakeholder consultations, and the SPSC strategy session have informed the direction of the draft priority areas.

The proposed five draft priority areas for the Strategic Plan 2020 – 2024 are:
1. Library as public space
2. Workforce and skills development
3. Digital inclusion and digital literacy
4. Public libraries as facilitators and defenders of democratic values
5. Staff: Key to our success

Draft outcomes have been developed for the priority areas to describe the specific impact TPL will have over the next five years.

## RECOMMENDATIONS

**The City Librarian recommends that the Strategic Planning Steering Committee:**

1. receives the draft priority areas and outcomes for the Strategic Plan 2020-2024 as outlined in the report; and

2. recommends the draft priority areas and outcomes to the Toronto Public Library Board for approval and asks the Toronto Public Library Board to direct staff to prepare a final draft of the strategic plan with sample activities and key performance indicators.

## FINANCIAL IMPACT

The costs associated with the development of the strategic plan, have been incorporated in the 2019 operating budget.

The Director, Finance & Treasurer has reviewed this financial impact statement and agrees with it.

## DECISION HISTORY

At its December 2015 meeting, the Toronto Public Library Board approved the *Expanding Access, Increasing Opportunity, Building Connections – Toronto Public Library's Strategic Plan 2016-2019* report, including the 2016 work plan for the Strategic Plan:
http://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2015/dec14/10c-spsc-strategic-plan-2016-2019.pdf

At its December 2016 meeting, the Toronto Public Library Board approved the *2017 Strategic Work Plan* report: https://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2016/dec12/14-2017-strategic-plan-work-plan.pdf

At its January 2018 meeting, the Toronto Public Library Board approved the *2017 Strategic Work Plan Status Update and 2018-2019 Strategic Work Plan* report:
https://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2018/jan29/15-2017-strat-plan-work-plan-update-2018-2019-work-plan-combined.pdf

At its December 2018 meeting, the Library Board received the *2018-2019 Strategic Work Plan Status Update* report:

https://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2018/dec10/12-2018-2019-strategic-work-plan-status-update-combined.pdf

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 *Creating a New Strategic Plan: 2020-2024* report: https://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2019/mar25/13-creating-a-new-strategic-plan-2020-2024-combined.pdf

At its April 2019 meeting, the Library Board approved the *Strategic Plan 2020-2024: Preliminary Environmental Scan and Consultation Plan* report: https://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2019/apr29/11-spsc-strat-plan-2020-2024-prel-environ-scan-and-consult-plan-combined.pdf

At its June 2019 meeting, the Library Board approved the *Strategic Plan 2020-2024: Environmental Scan and Phase 1 Consultation Results* report: https://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2019/jun17/11b-spsc-strat-plan-2020-2024-enviro-scan-and-consult-plan-combined.pdf

## COMMENTS

This report presents the progress to date of phase 2 consultations and the draft priority areas and outcomes for the new strategic plan.

**Phase 2 Consultations Update**

Toronto Public Library Board approved the focus areas for phase 2 consultations resulting from the May 31, 2019 Strategic Planning Steering Committee strategy session for the new strategic plan. Through the phase 2 consultations, library staff will seek input and validate the draft focus areas and begin to identify actions the library can take to advance the priority. Phase 2 consultations run from June to September. Completed consultations to date include: Technology Roundtable, Toronto Public Library Foundation and targeted public and stakeholder consultations in neighbourhood improvement areas. Consultations will continue

into the Fall, including an Equity and Inclusion Roundtable, and public survey of Toronto residents by a third party.

**Strategic Plan 2020-2024 Draft Priority Areas**
Staff conducted a SWOT analysis as part of the strategic planning process. The SWOT analysis incorporates a variety of internal and external inputs, including the environmental scan, TPL Customer 360, public and stakeholder consultations, TPL Board Strategic Plan Steering Committee session, staff engagement survey, Staff Town Halls and financial reports. The SWOT analysis has informed the direction of the draft priority areas.

Advancing equity and inclusion is a prominent theme resulting from the environmental scan and consultations. It is a theme that will be addressed by all five draft priority areas, and for this reason the library plans to emphasize the importance of equity within the strategic plan. The library will use feedback from our phase 2 consultations, specifically the Equity and Inclusion Roundtable, and work with the Equity, Diversity and Human Rights Division at the City of Toronto to build a shared understanding of equity issues and how the library can advance equity in the city.

There are a number of strategies and initiatives that were begun as priorities within the previous strategic plan that will be continued in order to help the library achieve the strategic priorities identified in the next strategic plan. We heard through consultation with the public and staff that the following are important enablers of successful outcomes for the library:

- An enhanced accountability framework that communicates and measures shared outcomes
- New and enriched partnerships to expand TPL's reach and impact
- The modernization of public library service through the library's digital strategy, brand framework and customer experience strategy

These enablers will be included in the final version of the plan.

The five draft priority areas for the Strategic Plan 2020 – 2024 are:
1. Library as public space
2. Workforce and skills development
3. Digital inclusion and digital literacy
4. Public libraries as facilitators and defenders of democratic values
5. Staff: Key to our success

An outline of the draft priority areas and outcomes are included in Attachment 1.

**Next Steps**
Staff will complete the following steps to move toward approval of the new strategic plan:

- Complete phase 2 consultations
- Finalize the draft priority areas with accompanying outcomes, key performance indicators and sample activities
- Present the final plan to the Strategic Planning Steering Committee in October and the Library Board in November
- Develop a communication and implementation plan
- Create a 2020 work plan to advance the priorities and outcomes with measureable targets and outcomes

## CONTACT

Elizabeth Glass; Director, Policy, Planning & Performance Management;
Tel: 416-395-5602; Email: eglass@tpl.ca

Shawn Mitchell; Manager, Planning & Development; Tel: 416-395-5551;
Email: smitchell@tpl.ca

## SIGNATURE

_____

Vickery Bowles
City Librarian

## ATTACHMENTS

Attachment 1: Strategic Plan 2020-2024: Draft Priority Areas and Outcomes

# Strategic Plan 2020-2024: Draft Priority Areas and Outcomes

| Priority Area | Sample Outcomes |
|---|---|
| **Library as public space**<br><br>**The need:**<br>With increasing urban density, there is a growing need in our city for access to free, comfortable and accessible public space to work, collaborate, connect, and to build and celebrate community.<br><br>**The gap:**<br>Without access to accessible public spaces, residents may experience a feeling of social isolation and lack of community connection, and feel less empowered to engage in community conversations and decision making.<br><br>**How the library can help:**<br>Libraries are a place where all people can come to read, relax, reflect and learn alone and with others, at times that are convenient to them. It is also a place where people can freely come to simply "just be" to sit and relax and feel comfortable. We are 100 institutions in 100 different neighbourhoods reaching and serving people where they live. Our buildings are part of local communities and contribute to the economic and social vitality of the city and their neighbourhoods. Libraries are welcoming neighbourhood hubs that connect communities and residents to each other and to resources for learning, culture, health, play, leisure, entertainment and work.<br><br>**What we will do in the next 5 years:**<br>The library will create and redevelop our spaces to be accessible, inclusive and reflective of the diverse and changing needs of residents and communities. We will expand open hours. Space will be available for residents and community groups to use. People will feel an increased sense of belonging and community connection and have increased opportunities to participate in community conversations and decisions. | • Visitors to the library are reflective of the diverse population of the city<br><br>• Torontonians feel welcomed and connected to their public library<br><br>• Torontonians participate and engage in community conversation and TPL is widely recognized as a community connector and civic commons |

| Priority Area | Sample Outcomes |
|---|---|
| **Workforce and Skills Development**<br><br>**The need:**<br>The gig economy, new technology (e.g. automation, artificial intelligence, robotics) and more online services are driving disruption at a rapid rate and reshaping the future of work. There is a growing need for Torontonians to be digitally skilled to succeed in this changing economy.<br><br>**The gap:**<br>There is a shortage of local, flexible, learning and networking opportunities that help people gain skills that support financial empowerment, small business development and workforce participation.<br><br>**How the library can help:**<br>The library will offer increased access to local learning and networking opportunities in ways that are convenient and accessible to people at their point of need. Our libraries offer resources and networking opportunities to support financial empowerment, business and career development and lifelong learning for people of all ages. We support people of all ages through education, work and life transitions.<br><br>**What we will do in the next 5 years:**<br>The library will lead in supporting education, workforce development and lifelong learning through skill development, networking and business development opportunities. | • Job seekers and workers have the training and skills to compete in the workforce<br><br>• Torontonians develop new life skills to achieve personal and educational goals<br><br>• Torontonians have opportunities for education and lifelong learning; employable skills, networking to support career, professional and business development<br><br>• TPL is widely recognized as a significant contributor in Toronto's workforce development and job skilling sector |

| Priority Area | Sample Outcomes |
|---|---|
| **Digital Inclusion and Digital Literacy**<br><br>**The need:**<br>Torontonians' social and economic participation is increasingly dependent on the ability to navigate the digital world and interact with digital information and networks.<br><br>**The gap:**<br>Without access to technology and the skills required to use it, individuals are at risk of exclusion from resources, activities and experiences critical to their well-being and success.<br><br>**How the library can help:**<br>Public libraries continue to be well-positioned to take a leading role in addressing digital inclusion and digital literacy in their communities. We provide people with the opportunity to connect to the Internet and use current and emerging technology ranging from desktop computers to high end design software and hardware. We are spaces where people can engage in self directed structured learning to increase digital comfort and skills.<br><br>**What we will do in the next 5 years:**<br>The library will continue to lead and build digital literacy across the city, ensuring all residents have access to technology and skills to benefit from it. | • Torontonians have local access to current and emerging technology<br><br>• Torontonians have digital literacy skills to fully participate in the digital world<br><br>• Torontonians develop community cohesion and social and civic participation, life long learning, business development and workforce development and engage in the creative process enabling self-expression |

| Priority Area | Sample Outcomes |
|---|---|
| **Public libraries as facilitators and defenders of democratic values**<br><br>**The need:**<br>In the fast-changing world, we are seeing more challenges to democratic freedoms and values, including increasing complexities of intellectual freedom issues. Equitable access to information is central to democracy and intellectual freedom. Access to information is the foundation of informed choice facilitating broad civic engagement, participation in democratic decision-making and digital citizenship.<br><br>**The gap:**<br>There is an overwhelming amount of information in the digital age that is complicated by bias in online search engines and the proliferation of misinformation. There are differing and changing view points on intellectual freedom and right of access to public information. Public libraries are increasingly restricted in their ability to provide access to a full range of digital content.<br><br>**How the library can help:**<br>Public libraries are founded on a commitment to supporting intellectual freedom and freedom of expression and advancing social justice. Libraries champion the core values that underpin a democratic society by providing free, open and equitable access to a diversity of information and ideas, and encouraging civic engagement. Libraries help people develop their ability to find, evaluate and use information so they are able to participate fully in a democratic society<br><br>**What we will do in the next 5 years:**<br>Toronto Public Library will lead in preserving intellectual and democratic freedom and champion our public library as facilitator, promoter and defender of Canadian democratic values. The library will advocate for public access to information and ideas from a broad range of perspectives and in a broad range of formats to help people to make informed decisions and improve quality of life for residents and city as a whole. | • Toronto Public Library advocates for public libraries' role in providing free and equitable access to information<br><br>• Torontonians understand how to identify and use credible sources to make informed decisions in their daily lives<br><br>• TPL is widely recognized as a leader in facilitator and defender of democratic values |

| Priority Area | Sample Outcomes |
|---|---|
| **Staff: Key to our success**<br><br>**The need:**<br>As Toronto grows there are new demands for library services that are relevant, efficient and effective. Library staff are the foundation of excellent customer service delivery. Customers expect easy, convenient and local access to library services at their point of need.<br><br>**The gap:**<br>Library staff work in dynamic and challenging service environments. Library staff require new updated skills, competencies and resources to respond to the changing socioeconomic conditions in our city and the evolving expectations of our customers.<br><br>**How the library can help:**<br>Toronto Public Library recognizes the essential role of all staff in delivering excellent customer service to a diverse population. Toronto Public Library will offer learning and networking opportunities so staff can develop and upgrade their skills to deliver responsive, exceptional customer service.<br><br>**What we will do in the next 5 years:**<br>Toronto public library will foster a high performing work culture through learning and innovation that empowers and equips all staff to deliver an excellent customer experience while developing current and future leaders at all levels in the organization. | • Staff are empowered and equipped with the training and tools to deliver future-focused services<br><br>• Staff have the skills and competencies to support excellent service delivery<br><br>• Torontonians experience excellent customer service that is responsive to their unique needs |

# Strategic Plan 2020-2024
# Phase 2 Consultations Update and Draft Priority Areas
## Strategic Planning Steering Committee

September 3, 2019

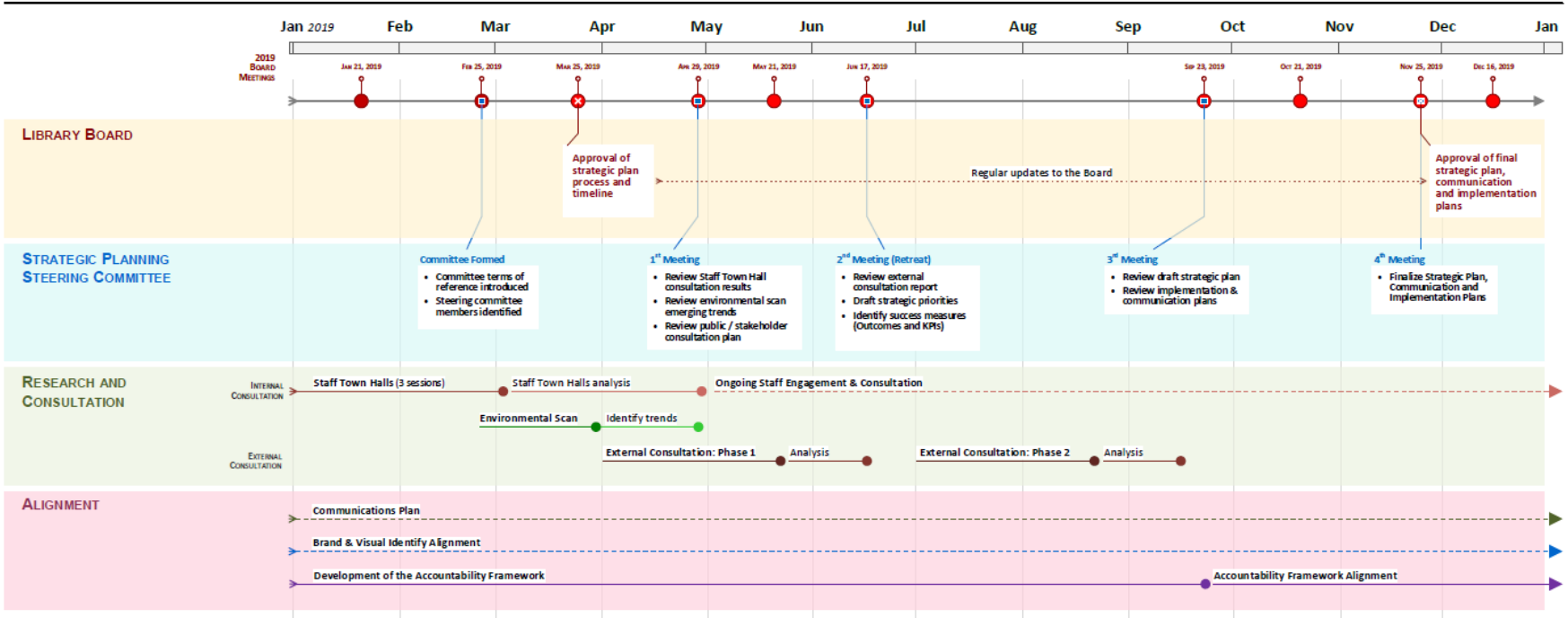
tpl toronto public library

# Agenda

1. Where we are in the process
2. SWOT Analysis & Draft Priority Areas
3. Next Steps

# Where we are in the process

# 2020 – 2024 Strategic Plan Roadmap



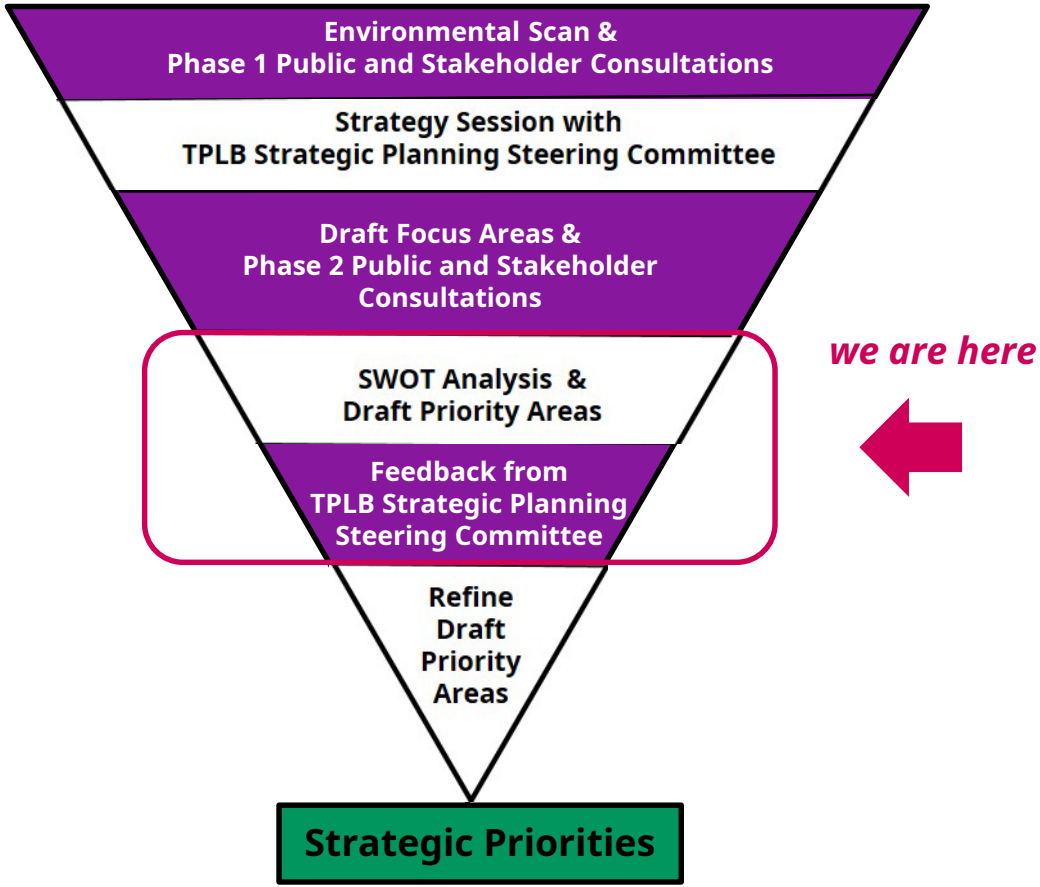
# Upcoming timeline

| | | |
|---|---|---|
| Environmental scan and Phase 1 public and stakeholder consultations | *April / May* | |
| Review environmental scan & Phase 1 consultation results and identify focus areas with Strategic Planning Steering Committee | *May 31* | |
| Library Board approved draft focus areas | *June 17* | |
| Phase 2 public and stakeholder consultations | *Summer / Fall* | ***we are here*** |
| **Review proposed draft priority areas with Strategic Planning Steering Committee** | *September 3* | |
| Seek approval by Library Board on proposed draft priority areas | *September 23* | |

# 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*** |

# Strategic priorities development process



# Focus areas for Phase 2 Consultations

1. Affordability & cost of living
2. Vulnerable populations (e.g. newcomers, seniors, low income families and youth) & growing inequity
3. Library as public space
4. Changing demographics (e.g. population growth)
5. Rapid growth and disruptive technology
6. Responsive programming
7. Partnerships

# Purpose of Phase 2 Consultations

- **Validate and seek input** from the public and stakeholders on draft focus areas
- **Identify actions** where the library can play an impactful role across all focus areas

# Phase 2 Consultations timeline

| | |
|---|---|
| Technology Roundtable | *June 10* |
| Toronto Public Library Foundation | *July 16* |
| Targeted public and stakeholder consultations | *Summer / Fall* |
| Equity and Inclusion Roundtable | *September 19* |
| Staff consultation survey | *September 24* |
| Toronto Public Library Workers Union Local 4948 | *September* |
| Public survey of Toronto residents by a third party | *September* |
| --- | --- |
| Engagement session with City Council and Public Servants | *October* |

# SWOT Analysis and Draft Priority Areas

# SWOT as a strategic analysis tool

| | Favourable | Unfavourable |
|---|---|---|
| **Internal** | **Strengths:** capabilities that enable your organization to perform well | **Weaknesses:** characteristics that prohibit your organization from performing well |
| **External** | **Opportunities:** trends, forces, events, and ideas that your organization can capitalize on | **Threats:** possible events or forces outside of your control that your organization needs to plan for and mitigate |

**Source:** Adapted from "Strategy: Create and Implement the Best Strategy for Your Business" Harvard Business School Press

# SWOT analysis incorporates a variety of inputs

**Internal**

- Financial Reports
- Accountability Framework Workshops
- Leadership Development Team
- Key Performance Indicators (KPIs)
- Staff Engagement Survey
- Staff Town Halls
- Strategic Plan 2016-2019
- TPL Board Strategic Plan Steering Committee session

**External**

- Environmental Scan
- Value Based Outcome Review
- TPL Customer 360
- Community Partner Consultation*
- Public Consultation*
- Technology Industry Roundtable

Frequency

Scope and scale

Likelihood

TPL capacity



* Survey and focus groups

# Internal: What TPL does well

| Strengths | | |
|---|---|---|
| Responsive programming, collections and services | Good reputation | Expert Staff |
| Welcoming and inclusive environment **for all** | Geographic reach and public space | Effective financial management |

# Internal: Areas TPL could improve

| Weaknesses | | |
|---|---|---|
| Organizational accountability and business planning | Aging back office systems and manual processes | State of Good Repair (SOGR) backlog |
| Tendency to work in silos | Limited funding options | Building awareness of our services |

# External: Trends or events TPL could capitalize on

| Opportunities | | |
|---|---|---|
| Library to fill broader public service gaps | Respond to growing needs of vulnerable populations | Workforce Development |
| Strengthening existing and developing new partnerships | Address demand for public space | Rapid pace of technological change and disruption |

# External: Trends or events TPL should plan for

| Threats | | |
|---|---|---|
| Evolving residents' needs and expectations | Changing skills and competencies required by staff and librarians | Socioeconomic, political and environmental instability and polarization of viewpoints |
| Business model disruption and competition | Public perception of the relevance of the library | Uncertain funding e.g. increasing cost of eservices and access to content |

# Using SWOT results to generate strategic priorities

| | **Opportunities** (external, positive) | **Threats** (External, negative) |
|---|---|---|
| **Strengths** (Internal, positive) | **Strength-Opportunity** Which organizational strengths can be used to maximize the opportunities identified? | **Strength-Threats** How can organizational strengths minimize the threats identified? |
| **Weaknesses** (Internal, negative) | **Weakness-Opportunity** What action(s) can minimize organization's weaknesses using the opportunities identified? | **Weakness-Threats** How can organizational weaknesses be minimized to avoid the threats identified? |

# Strength – Opportunity Strategies

| STRENGTHS | | |
|---|---|---|
| Responsive programming, collections and services | Good reputation | Expert Staff |
| Welcoming and inclusive environment **for all** | Geographic reach and public space | Effective financial management |

| OPPORTUNITIES | | |
|---|---|---|
| Library to fill broader public service gaps | Respond to growing needs of vulnerable populations | Workforce development |
| Strengthening and developing new partnerships | Address demand for public space | Rapid pace of technological change and disruption |

**Possible Strategies:**

- Leverage **responsive programming, collections and services** to fill in public **service gaps** by responding to growing needs of **vulnerable populations**

# Strength – Opportunity Strategies

| STRENGTHS | | |
|---|---|---|
| Responsive programming, collections and services | Good reputation | Expert Staff |
| Welcoming and inclusive environment **for all** | Geographic reach and public space | Effective financial management |

| OPPORTUNITIES | | |
|---|---|---|
| Library to fill broader public service gaps | Respond to growing needs of vulnerable populations | Workforce development |
| Strengthening and developing new partnerships | Address demand for public space | Rapid pace of technological change and disruption |

**Possible Strategies:**

- Leverage responsive programming, collections and services to fill in public service gaps by responding to growing needs of vulnerable populations (e.g. youth hubs)
- Leverage **staff** expertise and **geographic reach** to meet the **growing and evolving needs** of **vulnerable populations**

# Strength – Opportunity Strategies

| STRENGTHS | | |
|---|---|---|
| Responsive programming, collections and services | Good reputation | Expert Staff |
| Welcoming and inclusive environment **for all** | Geographic reach and public space | Effective financial management |

| OPPORTUNITIES | | |
|---|---|---|
| Library to fill broader public service gaps | Respond to growing needs of vulnerable populations | Workforce development |
| Strengthening and developing new partnerships | Address demand for public space | Rapid pace of technological change and disruption |

**Possible Strategies:**

- Leverage responsive programming, collections and services to fill in public service gaps by responding to growing needs of vulnerable populations (e.g. youth hubs)
- Leverage staff expertise and geographic reach to continue to meet the growing and evolving needs of vulnerable populations
- Strengthen and develop new **partnerships** to deliver responsive **programming and services**

# Strength – Opportunity Strategies

| STRENGTHS | | |
|---|---|---|
| Responsive programming, collections and services | Good reputation | Expert Staff |
| Welcoming and inclusive environment **for all** | Geographic reach and public space | Effective financial management |

| OPPORTUNITIES | | |
|---|---|---|
| Library to fill broader public service gaps | Respond to growing needs of vulnerable populations | Workforce development |
| Strengthening and developing new partnerships | Address demand for public space | Rapid pace of technological change and disruption |

**Possible Strategies:**

- Leverage responsive programming, collections and services to fill in public service gaps by responding to growing needs of vulnerable populations (e.g. youth hubs)
- Leverage staff expertise and geographic reach to continue to meet the growing and evolving needs of vulnerable populations
- Strengthen and develop new partnerships to deliver responsive programming and services
- Leverage **staff** expertise to deliver a range of digital literacy training and services to address the rapid **growth and disruption of technology**

# Weakness – Opportunity Strategies

| WEAKNESSES | | |
|---|---|---|
| Organizational accountability and business planning | Aging back office systems and manual processes | Backlog SOGR |
| Tendency to work in silos | Limited funding options | Building awareness of our services |

| OPPORTUNITIES | | |
|---|---|---|
| Library to fill broader public service gaps | Respond to growing needs of vulnerable populations | Workforce development |
| Strengthening and developing new partnerships | Address demand for public space | Rapid pace of technological change and disruption |

**Possible Strategies:**

- Build **awareness of our services** by **strengthening and developing new partnerships** (e.g. service integration and two-way promotion)

# Weakness – Opportunity Strategies

| WEAKNESSES | | |
|---|---|---|
| Organizational accountability and business planning | Aging back office systems and manual processes | Backlog SOGR |
| Tendency to work in silos | Limited funding options | Building awareness of our services |

| OPPORTUNITIES | | |
|---|---|---|
| Library to fill broader public service gaps | Respond to growing needs of vulnerable populations | Workforce development |
| Strengthening and developing new partnerships | Address demand for public space | Rapid pace of technological change and disruption |

**Possible Strategies:**

- Build awareness of our services by strengthening and developing new partnerships (e.g. service integration and two-way promotion)
- Explore **more efficient ways of delivering and managing back office systems and manual processes** (e.g. use of technology, automation)

# Weakness – Opportunity Strategies

| WEAKNESSES | | |
|---|---|---|
| Organizational accountability and business planning | Aging back office systems and manual processes | Backlog SOGR |
| Tendency to work in silos | Limited funding options | Building awareness of our services |

| OPPORTUNITIES | | |
|---|---|---|
| Library to fill broader public service gaps | Respond to growing needs of vulnerable populations | Workforce development |
| Strengthening and developing new partnerships | Address demand for public space | Rapid pace of technological change and disruption |

**Possible Strategies:**

- Build awareness of our services by strengthening and developing new partnerships (e.g. service integration and two-way promotion)
- Explore more efficient ways of delivering and managing back office systems and manual processes (e.g. use of technology, automation)
- Work with **partners more efficiently and collaboratively** in an environment of **unstable funding** for **broader collective impact**

# Strength – Threats Strategies

| STRENGTHS | | |
|---|---|---|
| Responsive programming, collections and services | Good reputation | Expert Staff |
| Welcoming and inclusive environment **for all** | Geographic reach and public space | Effective financial management |

| THREATS | | |
|---|---|---|
| Evolving residents' needs and expectations | Changing skills and competencies required by staff and librarians | Socioeconomic, political and environmental instability and polarization of viewpoints |
| Business model disruption and competition | Public perception of the relevance of the library | Uncertain funding e.g. increasing cost of eservices and access to content |

**Possible Strategies:**

- Continue to **build staff expertise** to meet the **changing needs and expectations of residents**

# Strength – Threats Strategies

| STRENGTHS | | |
|---|---|---|
| Responsive programming, collections and services | Good reputation | Expert Staff |
| Welcoming and inclusive environment **for all** | Geographic reach and public space | Effective financial management |

| THREATS | | |
|---|---|---|
| Evolving residents' needs and expectations | Changing skills and competencies required by staff and librarians | Socioeconomic, political and environmental instability and polarization of viewpoints |
| Business model disruption and competition | Public perception of the relevance of the library | Uncertain funding e.g. increasing cost of eservices and access to content |

**Possible Strategies:**

- Continue to build staff expertise to meet the changing needs and expectations of residents
- **Leverage our reputation** to strengthen **advocacy** efforts (e.g. fair eBook pricing) through **articulating and communicating our value proposition**

# Weakness – Threats Strategies

| WEAKNESSES | | |
|---|---|---|
| Organizational accountability and business planning | Aging back office systems and manual processes | Backlog SOGR |
| Tendency to work in silos | Limited funding options | Building awareness of our services |

| THREATS | | |
|---|---|---|
| Evolving residents' needs and expectations | Changing skills and competencies required by staff and librarians | Socioeconomic, political and environmental instability and polarization of viewpoints |
| Business model disruption and competition | Public perception of the relevance of the library | Uncertain funding e.g. increasing cost of eservices and access to content |

**Possible Strategies:**

- Develop new **partnerships** for **alternative revenue** generation and **potential joint funding opportunities**

# Weakness – Threats Strategies

| WEAKNESSES | | |
|---|---|---|
| Organizational accountability and business planning | Aging back office systems and manual processes | Backlog SOGR |
| Tendency to work in silos | Limited funding options | Building awareness of our services |

| THREATS | | |
|---|---|---|
| Evolving residents' needs and expectations | Changing skills and competencies required by staff and librarians | Socioeconomic, political and environmental instability and polarization of viewpoints |
| Business model disruption and competition | Public perception of the relevance of the library | Uncertain funding e.g. increasing cost of eservices and access to content |

**Possible Strategies:**

- Develop new partnerships for alternative revenue generation
- **Build awareness of our services** and improve **advocacy** efforts to change **public perception of the library**

questions & comments

# Key elements of strategic priorities

1. **Outcomes** (What specific change(s) we want to achieve)
2. **Actions** (How we will achieve this change)
3. **Key Performance Indicators** (How we will measure the change)
4. **Alignment to City of Toronto strategies**

# Sample of key elements of strategic priorities

## 1. Digital Inclusion and Digital Literacy

We will provide access to current and emerging technology, training and expertise to promote digital literacy and inclusion.

### Outcomes

- Torontonians have local access to current and emerging technology
- Torontonians have digital literacy skills to fully participate in the digital world
- Torontonians develop community cohesion and social and civic participation, life long learning, business development and workforce development and engage in the creative process enabling self-expression

### Actions

- Deliver new Digital Innovation Hubs and pop up learning labs across the city
- Develop new strategic partnerships with industry technology leaders

### Key Performance Indicators

- Increase in the number of group training sessions
- Decrease wait times for access to technology

### Alignment to City of Toronto strategies

- Poverty reduction strategy

SAMPLE

## Focus Areas

1. Affordability & cost of living
2. Vulnerable populations & growing inequity
3. Library as public space
4. Changing demographics
5. Rapid growth and disruptive technology
6. Responsive programming
7. Partnerships

## Inputs

- Phase 2 Consultations
- SWOT Analysis
- TPLB Strategic Planning Steering Committee

## Draft Priority Areas

1. **Library as public space**
2. **Workforce and skills development**
3. **Digital inclusion and digital literacy**
4. **Public libraries as facilitators and defenders of democratic values**
5. **Staff: Key to our success**

# Priority 1
## Library as Public Space

**The need: Access to free, comfortable and accessible public space** to work, collaborate, connect and to build and celebrate community.

Without access to accessible public spaces, residents may experience:

- **a feeling of social isolation** and **lack of community connection**
- **feel less empowered to engage in community conversations** and **decision making**

# 1. Library as Public Space

## Potential Outcomes

- Visitors to the library are **reflective of the diverse population of the city**
- **Torontonians feel welcomed and connected to their public library**
- **Torontonians participate and engage in community conversation** and **TPL is widely recognized as a community connector and civic commons**

## Proof Points

**Shortage of public spaces** in Toronto (E-scan)

Growing need for **co-working and shared spaces** (E-scan)

People want access to public space that **brings community together and welcomes all diverse members of the community** (Public Consultations)

Community partners want access to **library space for joint programming, service delivery and meeting spaces** (Community Partners Consultations)

Libraries have the **geographic reach to build and promote civic engagement and discuss civic issues** (Technology Roundtable, TPLB Strategic Planning Steering Committee)

# Priority 2
## Workforce and skills development

**The need: Torontonians require the skills and supports to be able to succeed in the changing economy and workforce.**

Without having local, flexible, learning and networking opportunities for residents, **people of all ages may not have the necessary skills or supports they require through education, work and life transitions**.

# 2. Workforce and skills development

## Potential Outcomes

- **Job seekers and workers have the training and skills to compete in the workforce**
- Torontonians **develop new life skills to achieve personal and educational goals**
- **TPL is widely recognized as a significant contributor in Toronto's workforce development and job skilling sector**

## Proof Points

**Unemployment is disproportionately higher among youth and newcomers** (E-scan)

**Growing skills shortage in Ontario** (E-scan)

**Shifting nature of work** e.g. more jobs are precarious, disruptive technology, an aging workforce (E-scan)

People want **support for education, skills development and job training** (Public Consultations)

**Youth have expressed a need for specific programming for career development and job skills** (Public Consultations)

Libraries should develop programs and services to **help people gain skills** e.g. life skills, technical skills (Technology Roundtable)

# Priority 3
## Digital Inclusion and Digital Literacy

**The need:** Torontonians' social and economic participation is **increasingly dependent on the ability to navigate the digital world and interact with digital information and networks.**

Without access to technology and the skills required to use it, **individuals are at risk of exclusion from resources, activities and experiences critical to their well-being and success.**

# 3. Digital Inclusion and Digital Literacy

## Potential Outcomes

- Torontonians have **local access to current and emerging technology**
- Torontonians have **digital literacy skills to fully participate in the digital world**
- Torontonians develop **community cohesion and social and civic participation, life long learning, business development and workforce development and engage in the creative process enabling self-expression**

## Proof Points

**Growing digital divide** (E-scan)

**Growing trend to e-government** and delivering services online, requiring all residents to have access (E-scan)

**Growing use of technology and need for digital literacy** in education and across all industries and sectors (E-scan)

People want **increased access to technology and digital literacy training** (Public Consultations)

Library staff has identified **supporting seniors in adapting new technology** as a top focus area (Staff Town Halls)

Libraries should **continue to invest in bridging the digital divide** through access to technology and digital literacy training (Technology Roundtable, TPLB Strategic Planning Steering Committee)

# Priority 4
## Public libraries as facilitators and defenders of democratic values

**The need: People require access to information to make informed decisions** in their daily lives to **facilitate civic engagement, democratic decision-making and digital citizenship.**

Without free, open and equitable access to a diversity of information and ideas, **people lack resources to find and critically assess information to make informed decisions in their daily lives and engage in civic discussions**.

## 4. Public libraries as facilitators and defenders of democratic values

### Potential Outcomes

- Toronto Public Library **advocates for public libraries' role in providing free and equitable access to information**
- Torontonians understand how to **identify and use credible sources to make informed decisions in their daily lives**
- **TPL is widely recognized as a leader in facilitator and defender of democratic values**

### Proof Points

**Pricing and access models are jeopardizing public libraries' ability to provide universal access to content in all its forms** (E-scan)

**Increasing challenges to democratic freedoms and values** throughout the world including intellectual freedom (E-scan)

**A growing need to advocate for digital ethics and privacy** (Technology Roundtable)

**Proliferation of misinformation** on digital platforms (Technology Roundtable)

**Libraries are impartial and trusted institutions** and can be **advocates for data governance and stewardship including ethical AI** (TPLB Strategic Planning Steering Committee)

# Priority 5
## Staff: Key to our success

**The need:** We need **library staff with new updated skills, competencies and resources to respond to the changing socioeconomic conditions in our city** and **the evolving expectations and needs of our customers.**

Without addressing the changing skills and competencies required by staff and librarians, **library staff will not have the new updated skills and tools to deliver efficient, effective future-focused services to customers.**

# 5. Staff: Key to our success

## Potential Outcomes

- **Staff are empowered and equipped with the training and tools** to deliver future-focused services
- **Staff have the skills and competencies to support excellent service delivery**
- **Torontonians experience excellent customer service** that is responsive to their unique needs

## Proof Points

Growing need to **build organizational and staff capacity in libraries** to meet changing needs of residents (E-scan)

Staff are working in **changing and challenging service environments** (e.g. complex customer needs, increasing vulnerable populations, increasing safety and security concerns) (E-scan)

Requirement for public libraries to **modernize and transform public service** (E-scan)

Customers **highly value library staff** (TPL Customer 360, Public Consultations)

Staff deliver **excellent customer service** and are **essential to facilitate and support discovery and learning for residents and communities** (TPL Customer 360, Public Consultations)

# Key Enablers
## 2020-2024 Strategic Plan

- An enhanced **accountability framework** that communicates and measures shared outcomes
- **New and enriched partnerships** to expand TPL's reach and impact
- The **modernization of public service** through the **library's digital strategy, brand framework and customer experience strategy**

# Advancing Equity and Inclusion
## 2020-2024 Strategic Plan

- Emphasize the importance of equity within the strategic plan
- Use feedback from our consultations and work with communities and City partners to **build a shared understanding of equity issues** and **how the library can advance equity in the city**

questions & comments

# Next steps

# Next Steps

| | |
|---|---|
| Seek approval by Library Board on proposed draft priority areas | *September 23* |
| Seek approval from Strategic Planning Steering Committee to recommend to Library Board to approve content of final strategic plan | *October 30 (Steering Committee Meeting)* |
| Seek approval by Library Board on content of final strategic plan | *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?

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

**Shawn Mitchell,** Manager, Planning & Development
smitchell@tpl.ca

**Andrea Spender,** Senior Advisor, Policy & Strategy
aspender@tpl.ca

**Carmen Ho**, Project Lead, Strategic Plan
cho@tpl.ca

tpl toronto public library

# Appendix

# Priority 1
## Library as Public Space

### **Environmental Scan:** What we found

- **Shortage of public spaces** in Toronto
- Growing need for **co-working and shared spaces**
- Need for **sustainable and affordable access to space for arts and culture**
- Need for **placemaking and community building**
- **Toronto spaces are increasingly being reimagined due to limited spaces**
  e.g. skating trails underneath a major highway, pedestrian-centric streets

# Priority 1
## Library as Public Space

### **Consultations:** What we heard

- People want access to public space that **brings community together and welcomes all diverse members of the community** (Public Consultations)
- People want access to public space to **use technology and to engage socially with others** (Public Consultations)
- Community partners want access to **library space for joint programming, service delivery and meeting spaces** (Community Partners Consultations)
- Libraries have the **geographic reach to build and promote civic engagement** and **discuss civic issues** (Technology Roundtable, TPLB Strategic Planning Steering Committee)

# Priority 1
## Library as Public Space

### How the library can help:

- **100 institutions in 100 different neighbourhoods**
- Our buildings are **part of local communities** and **contribute to the economic and social vitality** of the city and their neighbourhoods
- All people can come to **read, relax, reflect and learn alone and with others**
- **Libraries connect communities and residents to each other and to resources**
- **We can create and redevelop our spaces** to be accessible, inclusive and reflective of the diverse and changing needs of residents and communities
- **We can expand open hours** to respond to community needs

# Priority 2
## Workforce and skills development

### **Environmental Scan:** What we found

- **Unemployment is disproportionately higher among youth and newcomers**
- **Growing skills shortage in Ontario**
- **Growing proportion of the city's low-income residents lack the connections, opportunities and the skills necessary to find decent work**
- **Shifting nature of work** e.g. more jobs are precarious, disruptive technology, an aging workforce
- **Strong alignment with City of Toronto strategies** (e.g. community benefit framework, poverty reduction strategy, youth equity strategy)

# Priority 2
## Workforce and skills development

### **Consultations:** What we heard

- People want **support for education, skills development and job training** (Public Consultations)
- People want **ongoing need for lifelong learning and reskilling** (Public Consultations)
- **Youth have expressed a need for specific programming for career development and job skills** (Public Consultations)
- Libraries should develop programs and services to **help people gain skills** e.g. life skills, technical skills (Technology Roundtable)
- **Strengthen partnership with Toronto Employment and Social Services** e.g. digital literacy training for clients, cross service promotion (Toronto Employment and Social Services Consultation)

# Priority 2
## Workforce and skills development

### How the library can help:

- **Provide access to local learning and networking opportunities** in ways that are convenient and accessible to people at their point of need
- **Offer resources and networking opportunities** to support financial empowerment, business and career development and lifelong learning for people of all ages
- **Support people of all ages through education, work and life transitions**
- **Lead in supporting education, workforce development and lifelong learning** through skill development, networking and business development opportunities

# Priority 3
## Digital Inclusion and Digital Literacy

### **Environmental Scan:** What we found

- **Growing digital divide**
- **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 are a barrier to access
- **Growing use of technology and need for digital literacy** in education and across all industries and sectors

# Priority 3
## Digital Inclusion and Digital Literacy

### **Consultations:** What we heard

- People want **increased access to technology and digital literacy training** (Public Consultations)
- Library staff has identified **supporting seniors in adapting new technology** as a top focus area (Staff Town Halls)
- Libraries should **continue to invest in bridging the digital divide** through access to technology and digital literacy training (Technology Roundtable, TPLB Strategic Planning Steering Committee)
- Libraries should **continue to offer a range of digital literacy training** to address the rapid growth and disruption of technology (e.g. AI, Digital Privacy, Algorithmic Literacy) (Technology Roundtable, TPLB Strategic Planning Steering Committee)

# Priority 3
## Digital Inclusion and Digital Literacy

### How the library can help:

- Public libraries continue to be **well-positioned to take a leading role in addressing digital inclusion and digital literacy in their communities**
- Provide people with the **opportunity to connect to the Internet** and **use current and emerging technology**
- **Offer spaces where people can engage in self directed structured learning to increase digital comfort and skills**

# Priority 4
## Public libraries as facilitators and defenders of democratic values

### **Environmental Scan:** What we found

- **Pricing and access models are jeopardizing public libraries' ability to provide universal access to content in all its forms**
- **Proliferation of misinformation** (e.g. fake news)
- **Machine learning algorithm bias**
- **Increasing challenges to democratic freedoms and values** throughout the world including intellectual freedom
- **Differing and changing view points on intellectual freedom and right of access to public information**

# Priority 4
## Public libraries as facilitators and defenders of democratic values

### **Consultations:** What we heard

- **A growing need to advocate for digital ethics and privacy** (Technology Roundtable)
- **Proliferation of misinformation** on digital platforms (Technology Roundtable)
- Customers want the **library to provide support to critically assess, analyze and use information** (Public consultations)
- **Libraries are impartial and trusted institutions** and can be **advocates for data governance and stewardship including ethical AI** (TPLB Strategic Planning Steering Committee)

# Priority 4
## Public libraries as facilitators and defenders of democratic values

### How the library can help:

- Public libraries are **founded on a commitment to supporting intellectual freedom and freedom of expression and advancing social justice**
- Libraries **champion the core values that underpin a democratic society** by providing free, open and equitable access to a diversity of information and ideas, and encouraging civic engagement
- Libraries **help people develop their ability to find, evaluate and use information** so they are able to participate fully in a democratic society
- **Toronto Public Library will lead in preserving intellectual and democratic freedom and champion our public library as facilitator, promoter and defender of Canadian democratic values**

# Priority 5
## Staff: Key to our success

### **Environmental Scan:** What we found

- Growing need to **build organizational and staff capacity in libraries** to meet changing needs of residents
- Staff are working in **changing and challenging service environments** (e.g. complex customer needs, increasing vulnerable populations, increasing safety and security concerns)
- Requirement for public libraries to **modernize and transform public service**
- Staff are serving increasing **diverse communities and residents with changing and complex needs**

# Priority 5
## Staff: Key to our success

### **Consultations:** What we heard

- Customers **highly value library staff** (TPL Customer 360, Public Consultations)
- Staff deliver **excellent customer service** and are **essential to facilitate and support discovery and learning for residents and communities** (TPL Customer 360, Public Consultations)
- Staff are **committed and passionate** (Staff Engagement Survey)
- Staff know the local communities and **strive to provide equitable delivery of library services to all people** (Staff Town Halls)

# Priority 5
## Staff: Key to our success

### How the library can help:

- Toronto Public Library recognizes the **essential role of all staff in delivering excellent customer service to a diverse population**
- Toronto Public Library will **offer learning and networking opportunities** so **staff can develop and upgrade their skills to deliver responsive, exceptional customer service**
- Toronto public library will **foster a high performing work culture through learning and innovation that empowers and equips all staff** to deliver an excellent customer experience