Toronto Public Library Overview
Strategic Plan, Digital Strategy & Accountability Framework

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our six strategic priorities

advancing our digital platforms

breaking down barriers to access and driving inclusion

expanding access to technology and training

establishing TPL as Toronto’s centre for lifelong and self-directed learning

creating community connections through cultural experiences

transforming for 21st century service excellence
advancing our digital platforms

We will be a model of excellence in digital service delivery in the public sector. We will deliver digital platforms that offer a full range of services to Toronto communities and residents, and create exceptional customer experiences at every point of need.
our goals

• **Remove policy barriers and redefine our business processes** to deliver more and better services online

• **Create a seamless user experience** by integrating our digital and in-branch platforms with easy links to face-to-face support

• **Continue to collaborate with public and private partners** to drive innovation and improve the way we deliver service

• **Grow public and user engagement** through new digital tools and approaches
some of what you’ll see

- Updated privacy policies to allow TPL to deliver personalized services based on customer use and preference

- Streamlined and simplified online membership, registration and card renewal

- An Innovation Council advisory group of industry leaders to inform service development and increase TPL’s tech profile

- A refreshed tpl.ca, with a new design, more self-serve options, and a better mobile experience
We will break down barriers to access so that Torontonians from all walks of life have easy, local access to the library services they want and need.
our goals

• **Increase membership and use** by addressing barriers created by fines and fees

• **Develop targeted marketing and outreach strategies** to raise awareness of relevant library services at the customers point of need

• **Increase access to in-branch services and spaces** through responsive service hours and new options to expand public and community space

• **Advance State of Good Repair** projects to provide welcoming, well-maintained and efficient public spaces

• **Support key City of Toronto priorities** and strategies including Poverty Reduction, Youth Equity, Seniors, and Middle Childhood
some of what you’ll see

- Reduced fees and fines across the city with a targeted program in NIAs
- Open in hours in more branches tailored to customer needs, including increased Sunday open hours
- After-hours access to spaces and collections through kiosks, pop up branches, outreach and community events
- More youth hubs in low income neighbourhoods with dedicated staff to support learning, life-skills and employment goals
We will provide access to current and emerging technology, training and expertise to promote digital literacy and inclusion.
our goals

- Meet or exceed public expectations and demand for technology to support school, work and daily life

- **Offer access to new and emerging technologies** to support innovation, entrepreneurship and creativity

- **Develop new partnerships** to support access to emerging technologies, software and expertise

- **Increase access to one-on-one, group and outreach training and learning opportunities**
some of what you’ll see

• Community access to wifi and technology offered through a new bookmobile

• An expanded wifi hotspot lending program

• New Digital Innovation Hubs and Pop Up Learning Labs in more branches and communities

• More equipment and software in Learning Centres to support expanded digital training programs

• More partnerships to expand technology access and deliver training
4 establishing TPL as toronto’s centre for lifelong and self-directed learning

We will be the institution of choice for continuous, lifelong and self-directed learning, where all Torontonians can extend and enhance their education and access to information, both online and in neighbourhoods across the city.
our goals

• **Offer broad access to experiential, collaborative, mentored and networking learning opportunities** in response to the different ways people learn and the unique needs of local communities

• **Build staff’s capacity** to deliver eLearning and interactive distance learning services

• **Support children and youth with enriched after school and out of school environments and programs** for learning and discovery

• Help learners of all ages **build competencies in multiple literacies**
some of what you’ll see

- Telepresence technology which enables interactive distance learning and collaboration
- A new eLearning tool for homework help
- More learning opportunities for children, including after school programs, creative writing camps, and STEM and numeracy programs
- Programs to support financial literacy for customers of different ages, small business owners and entrepreneurs

establishing TPL as Toronto’s centre for lifelong and self-directed learning
creating **community connections** through cultural experiences

We will provide access to a range of local and city-wide cultural experiences that engage residents and help them feel connected to their community.
our goals

• Create online and in-branch environments that connect neighbourhoods and communities, offering opportunities for partnerships, civic engagement and resident participation

• Connect creative communities with new technology to help them share their stories and cultures with other Torontonians

• Facilitate new ways for Torontonians to share their love of reading

• Build diverse collections in a variety of formats in response to changing community needs
some of what you’ll see

- World-class programming accessible through live streaming, and original online content to complement live programming
- A new Chinese Community Archive with user and community-generated content
- Support for Syrian refugees settling in Toronto through government and community partnerships
- Augmented and virtual reality elements incorporated into TD Gallery exhibits

establishing TPL as toronto’s centre for lifelong and self-directed learning
We will transform the library’s capacity and culture to deliver exceptional customer experiences how, when and where our customers want and need them. Torontonians will benefit from a vibrant, revitalized, digitally-enabled and efficiently managed service.
our goals

• **Align our organizational structure and resources to advance our strategic plan goals**, including service innovation, continuous improvement and sustainability

• **Leverage digital infrastructures** including Cloud, business intelligence and social media technologies to efficiently deliver great customer service experiences

• **Empower and equip staff** with training and tools to deliver future-focused services

• **Support the Toronto Public Library Foundation** in achieving ambitious fundraising goals

• **Cultivate staff engagement opportunities** with a 360 degree approach to input and feedback
some of what you’ll see

• **A business intelligence strategy** to expand TPL’s understanding of customer needs and behaviours

• **Increased revenue** with the introduction of new venue rental opportunities at TRL and other branches

• **Fine payment options** at self-checkout terminals

• **Pay for print options** that allow customers to send print requests from home to any branch

• Multi-faceted approach to **staff development and re-allocation of staff resources**
digital strategy

creating the **omni channel** experience

- Seamless and integrated
- Personalized and always connected
- Services of choice delivered when and how customers want them

accessing & using information

- Integrated view of and easy access to TPL’s information
- Business intelligence and analytics
- Policy, privacy and security

leveraging the **cloud**

- Realize benefits of back office technology commoditization
- Nimble and responsive technology environment
- Focus on core library functions

investing in **employees**

- Culture of innovation and delivery
- Skills, tools and training
- Speed to market
- Business process re-engineering and change management

a modernized customer experience

Customers can access channels, products and services in the way they feel most comfortable

partnered with the technology community

TPL leverages the technology community in the city to enable and enhance its services

transformed back office infrastructure

An efficient and effective back-of-house operation enabled by modern systems, processes and training
accountability and reporting framework

1. developing an annual work plan
2. measuring the results
3. moving the dial on key service strategies

logic models

- Resources/Inputs
- Activities
- Outputs
- Outcomes
- Impact

balanced scorecard with key performance indicators

- Key performance indicators: expanding access
- Key performance indicators: increasing opportunity
- Key performance indicators: building connections
- Key performance indicators: learning & growth
- Key performance indicators: financial

dashboard

- Expanded open hours
- 274,397 (Dec 2016)
- 269,672 (2015) 20%
- 281,878 (2019)
Thank You

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